

LIBRARY ADMINISTRATION

THEORY & PRACTICE

— DR. R. L. MITTAL

DELHI

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**LIBRARY ADMINISTRATION
THEORY AND PRACTICE**

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2. Public Library Law : An international survey, 1969.
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4. Manual of Library Organisation (Under Preparation).
5. Library Legislation in India (Ready for Press).

LIBRARY ADMINISTRATION THEORY AND PRACTICE

By

Dr. R. L. MITTAL

*M.A., B.A. (Hons.) L.L.B., Dip. Lib. Sc. (Delhi), Ph. D.
Lecturer in Library Science,
Department of Library Science,
Gauhati University, Gauhati.*

WITH A FOREWORD

By

Padmashri Dr. S.R. RANGANATHAN

*M.A., D. Litt., (Delhi), D. Litt. (Pittsburgh, U.S.A.) L.T., F.L.A.
National Research Professor in Library Science
and Hony. Professor, Documentation Research
and Training Centre, Bangalore.*

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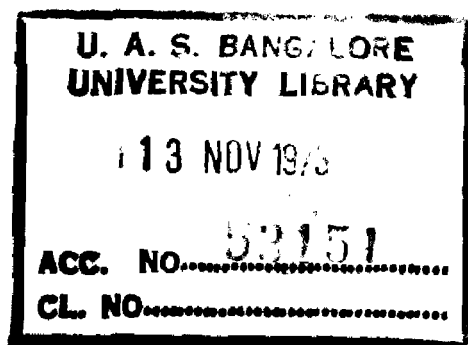
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To
The lasting memory of
My
Revered Father
Late Shri Siri Ram Mittal

FOREWORD

Welcome to this book, *Library Administration : Theory and Practice* into the increasing company of Indian books on Library Science. A long cherished wish that books on the subject should come from all parts of India and every year has begun to be fulfilled during the last few years.

The present book gives a compendious account of the organisation and administration of a library.

R.L. Mittal, the author of the book, studied Library Science with me in the University of Delhi about a decade ago. He struck me then as a librarian of promise. During the last ten years, he has added considerably to his experience both by work in libraries and by the teaching of Library Science. His performance has justified the early promise.

As the Gita says, one must identify oneself with one's vocation almost to the exclusion of all the other tempting interests. This is work-chastity. It is a virtue to be cultivated with persistence. Evidently, Mittal has been doing it all these ten years. The experiences gained either in library work or in class-room work are being evidently carried by him wherever he goes. He meditates on them. He makes permutations and combinations of all the experiences in as many ways as possible. His ideas grow thereby.

When they are sufficiently mature, he expresses them in his own way. This is a well-known way to engage one's life totally in one's profession and, if possible, to enrich the profession with one's own contributions. I congratulate Mittal on having adopted this way of life early enough. I look forward to many more books from him.

S.R. Ranganathan.

3rd February, 1964.

Documentation Research & Training Centre,
Bangalore-3.

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CONSPECTUS TO THE THIRD EDITION

The Second Edition of this book, which consisted of 2250 copies, was in two editions i.e. the Deluxe Library Edition and the Popular Edition. The latter edition was brought out in paper back and its price was fixed at less than two-third of the price of the Library Edition so as to meet the growing demand of the students of Library Science and to suit their pockets. The author regrets that the price of this edition could not be brought down further, because of the ever-increasing cost of production and paper. However, the author feels encouraged by the fact that this edition, which consisted of more than double the number of copies of a normal edition of a book on Library Science in India, was sold out within a period of about three years, which was due to the warm welcome given to the second edition of this book by the Librarians, Teachers and students in India and abroad and, therefore, ventures to bring out the new enlarged Third Edition of the book which contains an Introductory chapter on "Computers and their Application to Libraries" under the following headings alongwith a Select Bibliography on the topic :

1. Mechanics of a Computer.
2. Computer-Based Book Order Systems.
3. Computer-Based Periodicals Acquisition, Processing and Control Systems.
4. Computer-Based cataloguing Systems.
5. Computer-Based Information and Retrieval Systems.

As such, it provides not only information about the mechanics of the computers but also gives an insight into their potential uses in various library processes.

Though at present computers are not much used in Indian Libraries, but their suitability and feasibility are under investigation

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Though at present computers are not much used in Indian Libraries, but their suitability and feasibility are under investigation

at various centres, especially at the Documentation Research and Training Centre, Bangalore (Indian Statistical Institute). Moreover, various courses in computer technology are being provided by many organisations, besides the inclusion of "Application of Computers to libraries" as a part of Master's courses in Library Science run by the eight Universities of the country : Aligarh, Banaras (BHU), Bombay, Delhi, Karnatak (Dharwar), Mysore, Panjab (Chandigarh) and Vikram University (Ujjain) besides the DRTC, (Bangalore) and INSDOC (New Delhi) (A Special Paper by the Delhi University) and as one of the topics in one of the papers of the Bachelor's courses in Library Science of the majority of the 35 Universities of the country—Aligarh, Andhra (Waltair), Banaras (BHU), Bhagalpur, Bombay, Burdwan, Calcutta, Delhi, Gauhati, Gujarat (Ahmedabad), Jabalpur, Jadavpur, Jiwaji (Gwalior), Karnatak (Dharwar), Kashmir (Srinagar), Kerala (Trivandrum), Kurukshetra, Lucknow, Madras, Marathwada (Aurangabad), M.S. University of Baroda, Mysore, Nagpur, Osmania (Hyderabad), Panjab (Chandigarh), Punjabi (Patiala), Poona, Rajasthan (Jaipur), Ravishankar (Raipur), Rewa, Saugar, S.N.D.T. Women's (Bombay), Shivaji, (Kolhapur), Varanaseya Sanskrit (Varanasi) and Vikram (Ujjain) Universities besides the Women's Polytechnics of the country located at Ambala (Haryana), Bangalore (Mysore), Bhubneswar (Orissa), Chandigarh and Delhi.

Through the author wanted to include in this edition the following more subjects of current interest to the working librarians, teachers and students of Library Science, yet in view of the increasing bulk of the book and the fact that the book has been out of print for the last few months besides the urgent demand of the book by the readers, the author decided to postpone their inclusion in the Fourth Edition, which he intends to revise thoroughly :

1. Library Systems Analysis.
2. Recent Developments in the sphere of Micro-Publications i.e. Micro-films, Micro fiches and Micro-cards.
3. Recent Developments in the Administration and Management Theories and Practices.

4. Library Standards and Norms.

5. Teaching Methods of Library Administration.

The author records his deep sorrow over the sad demise of his preceptor and guru—Padmashri Dr. S. R. Ranganathan, National Research Professor in Library Science, whose guidance, advice and inspiration had always been available to him in his academic pursuits. Not only the author, but the whole of the country, nay the whole world, has lost in his death an eminent library scientist of international repute, a first-grade researcher, a serious thinker and philosopher, a creator, an inventor and a pace-setter, a pioneer in Library Legislation, Library Education and Documentation, a benefactor of one and all, a bestower of status of Science on Librarianship and a towering personality with unsurpassed scholarship and single-minded devotion to the cause of Library Profession.

His life and work would always inspire and guide those who have adopted and those who would adopt the profession of librarianship in future.

The author feels obliged to the authors and publishers whose valuable publications the author has consulted in the preparation of this edition of the book.

The author is also obliged to his colleagues and students with whom he has been having fruitful discussions about the subject during the last many years and hopes that this edition, just like the previous two editions, will prove useful and helpful to the working librarians and teachers and students of Library Science.

Gauhati University,
Gauhati-14.
May 15, 1973.

R. L. MITTAL

CONSPECTUS TO THE FIRST EDITION

Though many standard works by eminent authors, both foreign as well as Indian, are available on the subject, yet during the 13 years' period I worked in many libraries in various capacities and as Lecturer in Library Science at the Punjab University Library, I felt that the Indian Librarians were facing a real problem *i.e.* to understand properly various principles and practices found in foreign and Indian libraries since some books contained only theoretical discussions, others discussed practical problems only without giving theoretical reasons while still others did not provide suitable Indian examples. The foreign books have alien background and Indian Librarians and students feel much difficulty in understanding and appreciating various problems of library administration of Indian libraries. This book is an attempt to present in a compendious form various principles and practices concerning administration of libraries. Theoretical principles and practical solutions have been given in such a manner that even a layman can have a wholesome view of a problem without much difficulty. Library administration problems which are faced daily by librarians—old and new, library authorities and students of Library Science have been solved in an appropriate manner by presenting various facts of the problem and by suggesting practices which are found in foreign and Indian libraries and suitable examples, charts, forms, registers etc. have also been provided to facilitate their adoption in various kinds of libraries.

This book has been divided into six parts so that the reader may understand the text with clarity and without any confusion.

Part I "Place and Purpose of a Library" is introductory and gives in general the importance of a library in the educational set-up of a country. Three chapters "Philosophy of Librarianship", "Library in Education" and "Ethics of Librarianship" provide a feast of thoughts to the readers for appreciating the value of a library and he is sure to form rightly an idea that librarianship is a noble and enviable profession.

Part II "Theory of Library Administration" provides an insight into various theoretical problems of library administration, which are very essential to be understood properly before a reasonable solution can be suggested to a practical problem. In five chapters of this Part, the principles and functions of library administration, basis of relations of the librarian *vis-a-vis* library committee and library authority, the basic principles of personnel administration, library financing, budgeting and accounting have been discussed at length.

Part III "Technical Services" provides behind the screen activities and deals with the practical aspects of various procedures involved from the time a book is published to the moment it is made available to the reader. This implies the various stages of preparation of the book for use. Problems and practices concerning book selection and acquisition of books, their technical preparation, which includes classification and cataloguing, have been discussed in an analytical manner and various forms, cards and registers etc. required in these sections have been given so as to facilitate the adoption of various practices in a library independently.

Part IV "Maintenance Services" deals with an important aspect of librarianship *i.e.* conservation of recorded knowledge which needs sincere adherence by librarians if they want that their services be rewarded properly. Five chapters of this Part provide an insight into various problems and practices which are involved in the maintenance work in various libraries. Importance of maintenance work has been brought to the fore and various stacking and shelving methods practised by various foreign as well as Indian libraries have been discussed. Various steps which should be taken for preserving and conserving the reading materials have been suggested. Library binding which is one of the important jobs of a librarian has been discussed at length. Various methods of stock verification and stock rectification have been given so that proper verification may be ensured.

Part V "Readers' Services" provides a readable account of the importance of various services which are made available to readers by librarians in order to fulfil the purposes of a library and books. Reference service, which, in fact, is the real library service

has been discussed and the methodology of rendering quick standard reference service to readers has been discussed. An annotated list of standard reference books which a library should have, has been included in this chapter. Another important chapter deals with journals and other periodical publications. Various problems concerning their acquisition, preparation and presentation have been discussed. The circulation section is the hub-centre of various activities of a library since the readers have direct and frequent dealings with this section. An insight is provided into the jobs involved in this section. A set of library rules and regulations has been provided with reasonable explanatory notes for each of the rules suggested so that the library authorities and readers may feel satisfied with the rules and thereby abide by the same unhesitatingly. In order to meet rush at the library issue counters, various charging and discharging methods which are found in various kinds of libraries of important countries of the East and West, have been discussed. Requisite material required for each charging system has been given and the charging and discharging procedures have been discussed along with the advantages and disadvantages of each charging system.

Part VI "Records and Reports" provides practical suggestions for preparing various kinds of library reports based on requisite library records and statistics. Various charts and forms have been included. A fairly extensive index has been appended to.

I owe a debt of gratitude to my revered teachers, Dr. S.R. Ranganathan, Prof. S. Das Gupta, Late Shri S. Ramabhadran and Shri K.D. Puranik for initiating me into the ABC of Library Science in an analytical manner. In reality, the analytico-synthetic method of approaching various problems, as enunciated and practised by Dr. Ranganathan, has enabled me to reach the depths of various library problems.

I am very much grateful to Padmashri Dr. S.R. Ranganathan for kindly acceding to my request for writing a valuable and inspiring Foreword to this book—my maiden attempt.

I am thankful to Shri P.N. Kaula, Librarian and Head of the Deptt. of Library Science, Banaras Hindu University, Shri A.P. Srivastava, Director, Adult Education and Head of the Deptt. of

Library Science, Rajasthan University, Shri P.B. Mangla and Shri D.S. Aggarwal, Lecturers, Institute of Library Science, Delhi University. Shri T.C. Jain, Assistant Librarian, Punjab Agricultural University and Shri R.K. Soni and scores of other friends for giving valuable suggestions and guidance from time to time in the preparation of this book.

I owe a debt of gratitude to various eminent authors and publishers whose standard works I have consulted and quoted in this book and I admit frankly that their quotations have enhanced the value of this book very much.

I would be failing in my duty if I do not appreciate the single-minded devotion of Shri B.V. Gupta of M/s. Metropolitan Book Co. (P) Ltd., Delhi and the Manager, Lucky Press, Delhi for publishing and printing this book with nice get-up within a short period of about six months. I am thankful to Shri Ganga Ram who introduced me to a gentleman like Shri B.V. Gupta of M/s. Metropolitan Book Co. (P) Ltd., who readily accepted the manuscript for publication and carried out my suggestions faithfully in minute details from time to time.

In the end, I request all my friends and patrons to kindly send their constructive suggestions for improving the book in future.

12th Feb., 1964

R.L. MITTAL

CONSPECTUS TO THE SECOND EDITION

The first edition of this book was an attempt to bring to the fore various theoretical as well as practical problems of *library administration* faced by librarians, library workers and library students. The book was so warmly and widely received by all concerned that the book was announced to be out of print long ago. The author regrets that he could not issue the second edition earlier since he wanted to incorporate all important and latest developments in the field.

The author is grateful to all professional colleagues from within and outside the country for critically examining the book. Various reviews written by eminent librarians of the world have encouraged the author to bring out a revised and enlarged edition of the book. One reviewer viz. Mr. Kenneth R. Shaeffer, Director of Library School, Boston College, Boston (U.S.A.) called the book as “a *professional bible* for Indian Librarians.”

Every effort has been made to incorporate valuable suggestions given by librarians and teachers of library science. Not only nearly each chapter has been revised and brought up-to-date, but many chapters have been reorganised and many new chapters and sections have been added. Among these, the following are worth mentioning :—

1. Scientific Management of Libraries.
2. Care & Repair of Buildings & Equipment.
3. Effective Use of Library Materials.
4. General Office Functions.
5. Library Surveys.

Bibliographical references have been given in the end so that the readers can have a wholesome view of the books and periodicals used in the preparation of this work and refer to them easily.

The author feels obliged to authors and publishers whose works he has referred to in the book. The author is grateful to Dr. M. N. Goswami, Vice-Chancellor, Gauhati University for his encouraging and sound advice. He is grateful to Shri J. Sarma, University Librarian and Head, Department of Library Science, Gauhati University for his lively discussions on many topics.

The author will fail in his duty if he does not thank his colleagues and students with whom he has been discussing these topics for the last many years.

The author has knowingly retained the Foreword to the First Edition of the book given by Padmashri Dr. S. R. Ranganathan, because it has always been goading him to work more and more so that he may make a substantial contribution to the field of Library Science. The author is glad that he has been trying successfully to fulfil the sincere wish of Dr. S. R. Ranganathan which he expressed in the *Foreword*, i.e. "I look forward to many more books from him."

The author hopes that the second edition will prove helpful to librarians and library students alike.

Gauhati University,
Gauhati-14.
October 2, 1969.

R. L. MITTAL

PART I



PLACE AND PURPOSE OF A LIBRARY

**PHILOSOPHY
OF
LIBRARIANSHIP****1 1 Definition**

'PHILOSOPHY' means an inquiry into truth. '*Philosophy* of a subject' denotes the principles underlying it. It provides its aims, functions and purposes. The 'science' of a subject, on the other hand, means the conscious collection of facts and data ; their interpretation by defining, analysing and classifying them ; their explanation by reasoning and the formation of crystal laws for determining their value. '*Philosophy*' is concerned with the abstract principles of a subject while '*Science*' deals mainly with concrete data and facts. As such, 'Philosophy of Librarianship' means its aims, functions and purposes. It indicates those fundamental principles upon which all the practices, techniques and activities of librarianship are based. These principles serve as guidelines for successful librarianship. For an inquiry into truth about librarianship, the philosophical principles would be very handy and helpful. Such a philosophy is a sort of knowledge by which problems of librarianship can be solved.

1 2 Its Value

Each developed science, natural as well as social, has got a sound theoretic discipline of its own which forms the core of its philosophy. The main reason for the development of such sciences

is the existence of a philosophy of their own. A philosophical approach provides a methodology for logical thinking. The advantages of having a philosophy for a subject may be as follows :

1. It provides a systematic body of general concepts to a subject which help the students of such a subject to probe into the complexities found thereabout.
2. It helps in clearly interpreting the purposes of the subject of study.
3. It helps to find solutions to various practical problems.
4. It focusses attention to major issues.
5. It is instrumental in providing a definite and recognized place for the subject.
6. It validates the subject in point of time and existing need.
7. It provides a scientific framework to the subject and gives meaning to technical and mechanical processes.
8. It provides clear knowledge of the purpose of the subject, thereby ensuring precision and sureness in action.
9. It provides a sense of professional unity.
10. *It provides means for proper job-analysis in libraries.*^{1,2}

1.3 Need of Philosophy for Librarianship

Of late, there has been a lot of discussion and heart-searching about the desirability or otherwise of a philosophy for librarianship. Some people would simply dismiss the idea by saying that it is beyond the reach of librarians.³ Others would say that librarianship being a practical subject needs no philosophy.⁴ Still others would say that making philosophy for librarianship is not the job of librarians.⁵ Many persons argue that philosophy being an abstract idea would not lead the research workers to any concrete results and it will cause inefficiency in the profession.

But in view of the above-mentioned benefits which are bestowed by a philosophy, it is undeniable that librarianship does require a plausible philosophy. This is a patent fact that due to

lack of a proper enunciation of the tenets and principles which underlie librarianship, this profession has suffered a lot in spite of the fact that this has been serving a fundamental purpose. But because people did not know the real purpose of librarianship, so they considered it a burden and tried to ignore it.

1 4 Kinds of Philosophy

There has been much quibbling about the nature of the subject. There is no unanimity about the philosophy for librarianship.

1 4 1 Practical Philosophy

According to Raymond Irwin⁶ there is no philosophy of librarianship, no theoretic discipline on which technical studies can be based. Broadfield considers librarianship an 'art'. They opine that it needs no theorising, thinking or rethinking. If at all they agree to have a philosophy for librarianship, they would prefer a practical philosophy. Cyril O Houle⁷ states that 'a philosophy of librarianship should be a practical philosophy, contrasting it with the philosophy of nature, which seeks to discover what nature is. For supporting his view, he further gives the following three propositions :

'A philosophy which is practical achieves valid meaning only in terms of its operation.

'A code of ethics has relevance and force only if it is carried out in the lives and actions of people.

'Similarly a practical philosophy of librarianship has its fullest meaning when it is evolved and operates to guide the actions of the individual librarian or the group of librarians who are working together in a single institution.'

K. Ramakrishna Rao⁸ states, "Some consider the field of librarianship as involving a series of functionally distinct operations and the business of the library schools is to teach these functions with due regard to their operation value. This implies faith in activity analysis as revealing accurately the true functions of the library and the assumption that each of them is taught best when

it is dealt with as distinct from and independent of other functions." He calls it "Actional Philosophy". For supporting this view, he quotes Melvil Dewey who insisted on one year's "actual library work, under direct supervision, with the changes from one department to another, to give a general experience of each of the thirty or forty divisions of the work of a great library."⁹ But these people forget that an 'art' means *know-how*. 'Know' implies basic or theoretical knowledge and 'how' the methods of doing a particular job.

1 4 2 Deductive Philosophy

Another view is quite opposite to the practical one. It puts more emphasis upon theoretical study than that of the learning of specific jobs as parts. The protagonists of this idea argue that if the underlying ideas of the whole subject are clear, the various parts can be understood properly and the practical results would be better. It is called *Deductive Philosophy*. K. Ramakrishna Rao¹⁰ called this kind of philosophy as '*Organismic*' which means that learning should be wholesome and not piece-meal. He further states that the details are not within the sphere of philosophy and these can be worked out in the light of a comprehensive idea. He has supported this idea by quoting the objectives of the Graduate Library School of the University of Chicago—"that practice of librarianship can be properly effective only if it is based on carefully developed and integrated principles".¹¹ Principles and theory are given more importance over practice and technique.

1 4 3 Inductive Philosophy

The third school of thought advocates that the philosophy of librarianship should be *Inductive* which means that conclusions should be drawn from the actual experiences. In other words, it implies the use of the scientific method which in its turn means the collection of particular data, its observation, derivation of rough conclusions, framing of crystallised principles and their application for practical purposes. Some persons call it as *Evolutionary*. K. Ramakrishna Rao calls it '*Naturalistic*' implying thereby the progress of knowledge from practice to principles and culmination into canons. He explains this view by remarking that a library operating in a problematic situation needs some practical and operative solutions. Those which survive take the shape of theoretical principles.

1 4 4 Social Philosophy

The fourth school¹² would like to emphasize the relation of the library with the community served by the library. The protagonists of this view rightly state that since a library is meant for serving the community, so its purposes should be in consonance with the ideals of the society it serves. Pierce Butler in his book¹³ stated that, "Books are the social mechanism for preserving the racial memory and the library one social apparatus for transferring this to the consciousness of living individuals." In other words, it means that library is a part of the society and it is a limb which can remain alive only if the whole social body is alive. Without the society it has got no meaning and purpose since the librarians collect the books in libraries not for the sake of collecting only but their end is to put these to use and the users are none but the members of the society. The library is, no doubt, a social institution. The philosophy of librarianship should provide an index to the ideals of the society. The library is a nucleus of all social activities and the philosophy of such an institution should be compatible with the ideals of the society, because it has been created for the society and by the society. This kind of philosophy may be called '*Social Philosophy*' or '*Reflexive*' as K. Ramakrishna Rao calls it. He states, "Libraries do not grow in vacuum, they function in societies. So their functions are determined by social forces."

1 4 5 Philosophy of Librarianship

Librarian's profession being multifocal should try to contain the basic ideas of all these four approaches so that a wholesome and workable philosophy is ensured. In view of this fact, the philosophy of librarianship should include the following (Contained in nutshell in the Five Laws of Library Science enunciated by Dr. S. R. Ranganathan¹⁴) :

1 4 5 1 Fountain of Truth

A library is a repository of wisdom of great thinkers of the past and the present. It makes it available to the readers in the shape of books. Its motto should be to serve as a '*Fountain of Truth*'. Truth can be ascertained only when multifaceted views are presented in their natural shape without any mutilation. How can this be achieved ? How can it be saved from the contagious effect of

politics of society ? Libraries should be more or less autonomous bodies least affected by political upheavals. Its book selection policy should be free from bias. In a democratic country like India, there should be no ban on the purchase or study of literature providing the views of the leftists unless it provokes rebellions. Similarly, in an autocratic country, there should be freedom to the librarian to procure material giving democratic views unless it incites people to overthrow the government. Unless and until both views giving pros and cons of the matter are studied, reasonable, logical and plausible conclusions cannot be arrived at and the truth will be whittled down. Librarian's aim should be not only to satisfy the demands of the existing thinkers and the seekers of truth but he should work hard to create and sustain people's interest. Can he do it by his practical experience ? Or has he to think for himself for finding out the means by which he can create, satisfy and sustain the seekers of truth ? He should not worry for criticism from the interested quarters of politicians. This he can do by bringing home to the critics a situation which may arise if the latter have to face an opposition party government. He should tell them that since rights imply duties, so a person should be tolerant of others' views and should rather respect their views if he wants that his rights are not be tampered with. While taking these bold steps he should keep in his mind the welfare of the society itself. It is impossible without proper freedom from fear and indoctrination.

1 4 5 2 Access to the Best Thought of the World

It should be an ideal of a librarian to afford the readers an access to the best thought of the world so that they may develop their personality to the full by putting into practice the best ideas given by great thinkers. Proper development of their mind is possible only if the best available thought is provided to them in an unadulterated form. The librarians should acquire and make available to the readers all the classics and standard works of eminent authors without bothering that they belong to one group or the other. The motto should be '*impersonal service*' in a most impersonal way.

1 4 5 3 Market Place of Ideas

It is said that the World War II was won by the libraries in the United States. It implies that the libraries served as '*Market*

Places for imbibing new ideas and thus proper public opinion was formed in order to win the War. Similarly, besides the provision of new ideas which can be possible by making accessible the latest reading materials to the people, the libraries should serve as '*Intellectual Service Stations*'. It means that the librarian's mental development should be of such a high level that he understands the intellectual needs of the readers and makes proper arrangements for meeting them adequately.

1 4 5 4 Service of the Community

The motto of a librarian should be '*Service Before Self*'. In other words, a librarian should sacrifice his everything for serving his clientele. His attitude towards the readers should be based on commercial lines *i.e.* he should, like a businessman, strive hard to ensure entire satisfaction of his clients. When a customer goes to a store to purchase a commodity, the storekeeper tries his utmost to attract the attention of the customer towards his wares by explaining their special features to him. The storekeeper presents articles of many varieties and he never feels exasperated by the attitudes of his customers. In other words, the storekeeper remains calm and patient and he does not feel angry even when the customer does not purchase even one article in spite of the fact that the storekeeper has shown him hundreds of varieties of various articles. This attitude is due to the basic fact that the storekeeper's main aim is to ensure the entire satisfaction of his customer so that he may be able to convert every visiting customer into a permanent client. His attitude is, no doubt, conditioned by his expectation of securing profit by the sale of his wares. The librarian's philosophy should also be conditioned by this kind of attitude. Though the librarian does not expect any monetary profit from the use of his wares *i.e.* the reading materials, yet the profit to the librarian can be measured in terms of the use made of the reading materials stocked by him.

Besides this, the librarian is also a constituent part of the community in which he lives. He owes a debt to such a community. He cannot have any existence without the community. So he must serve his community in a proper manner. Every individual serves the community in his own way. The librarian does so by providing right type of knowledge to the constituent individuals of the society.

1 4 5 5 Constructive Use of Leisure Time

A nation is bound to provide best opportunities to its citizens to develop their personalities. Moreover, it must provide facilities for increasing the national wealth which can be ensured only if all the individuals utilize their leisure time by doing right types of jobs. The main difficulty arises when the leisure time of individuals is not channelised in a proper way.

A librarian has got the responsibility of providing facilities to the citizens to make the best use of their leisure time which is otherwise wasted in superfluous pursuits. He can channelise the energies of the people in right directions by converting them into potential readers.

1 4 5 6 Creating Reading Habit

A librarian is the person who creates interest amongst his readers by his subtle methods. His success can be measured in these terms only. He will be able to put the books of his library to better use only if he creates more and more readers who would use the library continually. Reading of books will enlighten the readers who have to become the leaders of tomorrow. He can do so by diagnosing the needs of every reader and by providing him proper type of food in the form of reading materials.

Moreover, a librarian is bound to sustain this reading habit if tangible results are to be got. This can be done by continually providing the best reading materials. Those librarians who neglect their existing clients' needs, would prove very harmful to the profession and the society. So it would be befitting to state that it is tolerable if few persons are converted into regular readers instead of creating new readers by the use of emotional appeals to their better sense and neglecting them altogether afterwards. The latter course will put the library into disrepute.

1 4 5 7 Self-education

A library's purpose should be to provide self-education instead of formal education which is the function of the schools, colleges and universities. Attaining knowledge is a life-long process and the library must prove a right type of agency for this purpose. Fulfilment of this

function of a library is very essential if the tempo of literacy achieved through formal schooling is to be maintained. Formal schooling is generally limited to specific periods of life whereas the process of self-education never ends and the libraries are the best media for providing the right type of reading materials.

1 4 5 8 Love of Books

A library consists of the trio *i.e.* Books, Readers and Staff. Their communion is most essential if the purpose of a library is to be fulfilled. A librarian, who does not love books, cannot become a successful librarian just as an engineer who does not take care to learn the use of the tools of his trade. Love of books implies the *curiosity of the librarian to know the books thoroughly as to what is contained in them, to whom these are useful and what is their standard, so on and so forth.* A person who is not well-read, and has no research inclination, cannot prove a good librarian. Love of books also implies that the librarian treats the books, though inanimate, sympathetically. In other words, he should take proper steps to protect the books from bookworms and other enemies of the books. Further, this love would be complete only if he strives his hard to introduce the book to their paramours—the readers, so that every book finds its real lover.

1 4 5 8 1 Love of Humanity

Another important constituent element of a library is its readers. The librarian must know his clients thoroughly *i.e.* he must know their likes and dislikes at least in the literary fields so that he provides them with the right type of materials. By 'love of humanity' is meant that the librarian really gets pleasure in knowing the readers. The librarian should try to understand the psychology of his readers in a sympathetic manner instead of brushing aside their real problems by saying that these are mere pretensions. Further, the librarian should consider all the readers alike without any distinction of caste, creed, sex or religion.

1 4 5 8 2 Love of Knowledge

Third element of a library is its staff. The librarian should himself be a learned person. He should appreciate the view-points of his readers and research scholars. He should basically feel pleasure

in attaining knowledge and should try to advance the knowledge of his readers by giving right type of interpretations. He should respect those people who are knowledge-seekers.

1 5 Conclusion

In short, the philosophy of librarianship, whether it is practical, theoretical, pervasive or evolutionary, implies that the librarianship is a noble profession. It should impart knowledge to the ignorant and remove his darkness through enlightenment.

Dr. Ranganathan says, "It (Librarianship) is a noble profession. A librarian derives his joy by seeing the dawn of joy in the face of the readers helped by him to find the right book at the right time."¹⁵

**LIBRARY
IN
EDUCATION**

20 Place of a Library in Education

A WELL-EQUIPPED and well-managed library is the foundation of modern educational structure. The importance of library in education can be appreciated properly and precisely only if we try to understand the changing concepts of education of today. Education bereft of library service is like a body without soul, a vehicle without an engine and an edifice merely a collection of bricks without cement. Education and library service are twin sisters and one cannot live apart from the other.

In today's democratic India, though education is the responsibility of the State Governments, yet the impact of education is so vital on the national life of the country that the Union Government, instead of sharing this onerous responsibility, has taken up the task of co-ordination and guidance in matters of policy in the planning of educational programmes besides financing them. This aspect of the importance of education is explicit from the fact that the fathers of our Constitution rightly laid stress in the Directive Principles of State Policy upon the duty of the State to endeavour to provide to every citizen free and compulsory education up to the age of 14 years. In a democratic State like India, enlightenment of every citizen is most necessary. James Madison, U.S. President

rightly pointed out, 'A popular government without popular information or the means of acquiring it is but a prologue to a farce or tragedy or perhaps both. Knowledge will for ever govern ignorance and the people who mean to be their own governors must arm themselves with the power which knowledge gives.' And 'a library is the key to the knowledge of the world', as rightly pointed out by our esteemed late Prime Minister Nehru. The need of acquiring knowledge is far more important for our nascent democracy against which many disruptive forces are at work to wreck it to pieces. Knowledge, rather real knowledge, is the only forceful weapon to check such tendencies to develop. Acquisition of knowledge should help the enlightenment of the personality of the individual at the vital, spiritual and mental levels and should inculcate social virtues and foster intellectual development to make him a worthy citizen. He should be an asset rather than a liability to the nation as a whole.

2.1 Aims of Education

The modern trend of education is to develop a thinking individual who should prove to be a self-reliant person in every walk of life. Such a kind of thinking individual can be created only if he is initiated into the channels which lead him in right directions for proper development of his mind. This can be achieved by wide reading, which is sure to lead him to form his independent judgment of the problems facing him. This, in its turn, can be attained by having recourse to the vast mine of knowledge contained in the wares of a library *i.e.* books, periodicals and other kindred material. The librarian is rightly called the friend, the philosopher and the guide but the person must be well-read and well-acquainted with the tools of his trade. He must have full knowledge of the material with which he has to deal. The library consists of the trio *i.e.* the books, the readers and the librarian. The librarian is properly called the matchmaker of the beautiful bride—the book and the curious bridegroom—the reader, with the help of the Laws of Library Science¹⁸ which continually goad him to achieve the ideals set before him. These may briefly be mentioned below for comprehending the proper place of library in the realm of education:—

1. Books are for use (not for preservation).
2. Every reader his/her books.
3. Every book its readers.

4. Save the time of the readers.
5. Library is a growing organism.

22 Teacher and Librarian

A teacher's task is to impart formal education. A librarian is concerned with the stupendous work of introducing self-education without much spoon-feeding. A librarian's main job is to guide the readers 'how and where to find out the material' and to acquaint them with the 'hide and seek' character of most of the books which baffle even the high-ups. It is a very disheartening feature of our education that most of our teachers themselves are ignorant about the material which can be usefully brought into use. They do not know much about common reference books. They are not habitual to use the index in a book and they do not care to tell their taughts the technique to use a library. This job is truly speaking that of a teacher who should before and after his lecture tell them the sources from where the students can find out the requisite material to prepare proper answers to the assigned queries. A teacher should invariably give the students the full references, mentioning the author, the title and the location of the books which they consider to be worth reading. It is often seen that the teachers themselves do not bother to consult the library. If at all they do, they keep it a guarded secret from the students probably being afraid of their weaknesses. They simply name the book, and cause the students to grope in the multitudinous material in a book. Perhaps, they are unaware of the qualities of a good teacher. When a student is at a loss to lay his hands upon the material required for his studies, it is the librarian who comes to the help of these misled taughts in the garb of a Messiah. A librarian, due to his professional training, is capable of guiding them in the proper direction by resorting to the library techniques. The Reference Service, both long range and ready, is the main job upon which the librarian should concentrate. It is an irony of fate that even the library authorities do not understand the proper job of a librarian. They just consider him a library clerk who issues and returns the books and arranges them upon the shelves in accordance with a set system. The criteria they take to test the utility and importance of a library are the statistics as regards the number of books stacked and the number of books issued. They ignore the real job i.e. the reference service. If a library contains thousands of books and they are issued in

large numbers, this alone won't make a library worth its name. It will be simply a clerk's office whose main function would be to just handover the required books to a reader, whether it is of any real use to him or not. This misconception and ignorance on the part of library authorities would prove fatal. There is a dire necessity to educate them in the proper perspective. It would be better if a separate paper on Library Science is made compulsory in the curriculum of training courses of teachers so that when they go back to their schools to handle libraries they must be well-equipped to do so by virtue of this knowledge.

All this makes a library an indispensable part of an educational programme. The mighty edifice of education constructed through formal education will tumble down until proper, adequate and continuous care is taken to maintain the same by providing self-education. This after-care is P.W.D. like job which is to ensure long life to every building which is erected by unceasing efforts of the architects and artisans. A library's importance can be compared to the indispensable work of the P.W.D.'s after-care and repair whereas education is concerned with the construction of skyscrapers at the grave of the demon of ignorance. But it is to be noted that this demon can be done away with only if it is kept under permanent surveillance. This can be achieved by providing a regular and adequate library service in every educational programme, whether it is at the primary, secondary or the university level. It would be of further interest to note the fact that only 6½% of the total amount spent on formal education is sufficient to have an adequate and efficient library service. Nobody should be ready to shut one's eyes to this meagre demand and should hardly grudge to provide for the same in order to have the whole intact. The sporadic and discrete library service points will be of little use. An integrated effort and a national grid are the proper remedy, e.g., the National Library at the apex and the School Library at the lowest rung of the ladder.

The school library is of vital importance to the nation. The children are rightly called the future hopes of a nation, and a nation which ignores its children is the unluckiest of all. If the seed or the soil is not of proper kind, the harvest which they will reap can never be of high quality. The oft-quoted proverb 'As you sow so shall you reap' will have a galling effect on the future of a nation.

2.3 Aims of Secondary Education

The Secondary Education Commission¹⁷ stated the aims of Secondary Education as under :

“The training of character to fit the students to participate creatively as citizens in the emerging democratic social order ; the improvement of their practical and vocational efficiency so that they may play their part in building up the economic prosperity of their country, and the development of their literary, artistic and cultural interests which are necessary for self-expression and for the full development of the human personality, without which a living national culture cannot come into being.”

These aims may be restated as under :

1. *Character building*, thereby enabling the students to become the conscientious future citizens in a society which is of a democratic nature.
2. *Training their faculties* in order to raise the country from the moribund conditions of economic poverty, thereby safeguarding the political liberty of the country which is unerringly dependent upon the economic prosperity of the people.
3. *Keeping to the forefront the culture and civilization of their ancestors by training their mind and refining their habits and actions by taking resort to the literary, cultural and artistic programmes*, thereby providing an opportunity to the citizens for the unfoldment of their personality at the vital, mental and spiritual levels.
4. *Realization of one's best self*. An individual owes much to the society besides his parents and other family members. This can be best paid back by the *realization of one's best self* for which education is necessary and the help of a library at the school stage is indispensable. Since '*old habits die hard*', so efforts must be made to inculcate reading habit amongst the children from the very beginning.

The child's mind is clean like a slate and whatever influences will be put upon him during his young years he will bear the same

impressions for ever. The cultivation of the mind in the formative stage is of immense importance. According to medical experts, the physical formation of the cells of the mind of each individual is identical. The grooves of memory are similar but those who cultivate them from the very beginning get these developed to a great extent. Others who do not channel them in proper directions are debarred from this benefit. This gift of God should not be wasted carelessly.

2 4 Library as an Aid

A library is an aid to the formal schooling just as audio-visual aids are now-a-days considered necessary for teaching purposes. But a library should not be taken as an end in itself. It, on the other hand, is a means to achieve the end *i.e.* the cultivation of the mental faculties of the child.

It is an open secret now-a-days that the students are very deficient in general knowledge which is mainly due to the non-use of rich resources of libraries. More and more stress has been placed on curricular and text-book lessons. The students are not inspired to cultivate the habit of self-thinking and of gaining higher knowledge in their subjects of study by browsing the standard works and by consulting the reference books waiting for serving the readers in a library.

But the growing decline in the standard of general knowledge amongst the students has brought home to the authorities the underlying causes of the malady. Now-a-days stress is being laid on general reading as is evident from the examiners' trends in putting general knowledge question in various examinations. Moreover, courses in General Science and General Knowledge are being introduced in our Schools and Colleges. To achieve the end, of course, provision of good libraries is essential. Without these the whole educational programme would be of no use.

2 5 Aims of a School Library

A School Library which is the basis upon which hangs the fate of a nation enables students to cultivate the habit of using books in a library which stands in good stead even after their formal schooling is over. It enables students to gain perpetually knowledge

from books. Books are the repositories of knowledge of all ages. The aims of a School Library can be summed up as follows :

1. *To inculcate among the children the reading habit* which is awefully lacking among them in spite of the fact that they are very curious about the new things.
2. *To train them in the art of self-education* so as to replace the spoon-feeding habit which is very harmful for the intellectual growth of the child if it is stretched too far. Such spoon-feeding mars the initiative in the pupils and the sense of dependence and inferiority complex dominates their characters.
3. *To supplement the knowledge of the students* which they acquire from their teachers. It is achieved by acquainting them with the potentialities of other books on their chosen subjects.
4. *To help them in the development of the habit of pursuing useful hobbies* for which a library is a proper place. It can help them to develop the habit of pursuing many useful hobbies and other allied interests by spreading before them a panorama of vast knowledge through the display of interesting books and periodicals. Varied tastes are developed and nurtured to the full height by encouraging the use of library resources. A library is an indispensable part of an educational programme. Without it, the latter will be crippled and the nation will be deprived of intellectuals, artists, musicians and other talented persons. The state of melancholy and monotony will prevail. There will be no zest in life which would be the very antithesis of the theory of life.
5. *To provide information and recreation to the students*, by making them understand the usefulness of a library. It will help them to tread the right path for their attaining further education during their life-time. A library is a life-long companion of the people without which they are apt to grope in darkness and stumble upon the rock of ignorance.
6. *To ensure proper co-ordination between the school work and the library use.* It endeavours to be instrumental

in breaking down the water-tight divisions found in the school time-tables of today. Complete freedom should be given to the students in their library work.

7. *To impart social training to the students* which is of utmost importance. It serves as a bedrock for their further build-up.

Lucile F. Fargo enlists the aims of a School Library as under :¹⁸

- “1. To acquire books and other materials in line with the demands of the curriculum and the needs of boys and girls and to organise these materials for effective use.
2. To guide pupils in their choice of books and other materials of learning desired both for personal and curricular purposes.
3. To develop in pupils skill and resourcefulness in their use of books and libraries and to encourage the habit of personal investigation.
4. To help pupils establish a wide range of significant interests.
5. To provide aesthetic experience and develop appreciation of the arts.
6. *To encourage life-long education through the use of library resources.*
7. To encourage social attitudes and provide experience in social and democratic living.
8. To work co-operatively and constructively with instructional and administrative staffs of the schools.”

These aims of a school library should be kept in mind by educators and library authorities while making provision of libraries in schools.

2 6 Higher Education and Library

A library's role in education is not confined to elementary and secondary education only. Rather it is much more important in higher education. It would not be an exaggeration if it is said that a library is an essential pre-requisite for successful implementation of higher educational programmes. Books are sure media for knowing the latest trends in knowledge. Without the help and ready co-operation of a library no formal educational programme can fructify. A University, in order to achieve its aims, takes the help of its library. "The functions of the University, despite changes which occur periodically, appear to follow a consistent pattern. These may be described as

1. Conservation of knowledge and ideas ;
2. Teaching ;
3. Research ;
4. Publication ;
5. Extension and service ; and
6. Interpretation."¹⁹

A University library functions in order to fulfil the aims and purposes of its parent body *i.e.* the University. Each of these functions is not wholly discrete and may be dealt with from the point of view of both the University and the University Library.²⁰ Education, as already mentioned above, is of two kinds *e.g.* formal and informal or self-education. Though in common parlance, formal education is given more importance than the informal one. But the fact remains that education of an individual starts, in the real sense, after the formal education is over. Education is a life-long process and libraries are proper agencies for providing requisite reading materials to one and all for attaining proper education throughout one's life-time.

2 7 Conclusion

It can be concluded with the remarks that the importance of a library in education need not be over-emphasized. From the cradle to the grave and from the primary stage to the highest stage of learning,

library serves as an unfailing companion. Every educational programme must be preceded by the provision of library service if the national expenditure on formal education is to be utilized and justified in a proper manner. The aims and methods mentioned above form the kernel of the philosophy of *Education and Library Service*.

CHAPTER 3

ETHICS OF LIBRARIANSHIP

3 0 Profession of Librarianship

(LIBRARIANSHIP is a noble and exalted profession. Service of mankind is its motto. It is not a business and those who entertain mercenary outlook and habits may not be fit persons for this emulated profession) In the West, the profession has been making wonderful progress. It has been successful in building up the mighty edifice of healthy traditions in the field after much sweating labour. In the East, India is in the forefront.

(Librarians are the persons who have to be vigilant and conscientious to keep existing high ideals alive.) Rather it is desirable that they should build even healthier traditions for the steady growth of this profession.)

Once, Late Krishnaswamy Aiyer said about the legal profession. He remarked, 'Destroy the Bar and you will destroy a bulwark of Civil and Criminal Justice.' The maxim is equally applicable to the library profession. It can be stated, 'Destroy the library profession and the people will become amenable to the demon of Ignorance.' To keep the lamp of knowledge burning, a librarian has to work hard.

B. M. Headicar²¹ defines a profession as under :

"It is not merely a collection of individuals who get a living for themselves by the same kind of work, nor a group organised wholly for the economic protection of its members, although, naturally, this aspect is not overlooked. It is really a body of people who carry on their duties in accordance with rules designed to enforce certain standards, with two main objectives—the better protection of its members and the better service to the public."

"The essence of a profession is that, although people enter it to gain a livelihood, the measure of their success is the service they perform, and not the financial gains which result."²²

The criteria for determining a profession may be

- "1. Intellectual operations coupled with large individual responsibilities,
2. Raw materials drawn from science and learning,
3. Practical application,
4. An educationally communicable technique,
5. Tendency towards self-organisation, and
6. Increasingly altruistic motivation."²³

William B. Paton,²⁴ the then President of the Library Association, London, in his Presidential Address restated the following six attributes (given by Roy Lewis and Augus Maude²⁵) found conspicuously in a corporate group of persons called a professional body:

- "1. A body of knowledge (science) or of art (skill) held as a common possession and extended by the united effort ;
2. A standard conduct based on courtesy, honour and ethics, which guides the practitioner in his relations with clients, colleagues and the public ;
3. An educational process based on the body of knowledge and art, in ordering which the professional group has a recognised responsibility ;

4. A standard of professional qualifications for admission to the professional group based on character, training and proved competence :

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 - (a) liberal basic education ;
 - (b) examination syllabus ; and
 - (c) training and proved competence by practical training.
5. Recognition of status by one's colleagues or by the State as a basis of good standing ; and
6. Organisation of the professional group devoted to its common advancement and its social duty rather than the maintenance of an economic monopoly."

A profession differs from other vocations and employments in certain fundamental respects. Its members should acquire an intellectually based technique, assume responsibility to their clients and belong to professional associations which lay down standards and norms for their education, conduct and behaviour towards their clients, institutions, and fellow-practitioners.²⁶ The central thesis is that it is in terms of three major relationships—with clients, with the institution where he performs, and with the professional group—that the decision as to whether one is or is not a professional is decided.²⁷

In professional-client relationship, the client relies upon the professional for the expertise which his problem or situation requires. Viewed from professional-institution relationship, professional performances are conditioned by the bureaucratic setting within which a professional works. A professional should have freedom to function independently, to exercise his discretion, to formulate his own independent judgments in client relationships based upon his own professional standards, norms and ethical considerations. However, the professional must not be oblivious of institutional requirements which may be enforced to ensure maximum good to the maximum number of clients. In professional-professional group relationships, the patterns of the librarian's behaviour and his continued professional growth are involved.²⁸ The professional body exercises general oversight over the behaviour of its members. It endeavours to further the interests of the professionals without in any way

impairing their standards of performance towards clients and institutions they serve. In short, a professional behaviour is conditioned by a code of professional ethics ordained by the professional group as a body and accepted by the professionals as their guiding principles so far as their professional performance and conduct are concerned.

Librarianship has got all the essential attributes of a profession as mentioned above. "As a profession, librarianship aims at service. Only those persons should be encouraged to enter the field who are interested at least as much in opportunities to help others as in a suitable salary and satisfactory conditions of work. Librarians-to-be should, of course, like books. They should also like people and be able to work well with people. Good physical health and a certain amount of vitality are also required."²⁹

Dr. Ranganathan, speaking about the profession of librarianship in India, reminded the library professionals, "The Library Profession is a noble profession. It can do no harm to anybody."³⁰ He exhorted them to imbibe the spirit of service and research with dedication and undivided loyalty. He said, ".....if the young aspirants to the library profession, now put above want and on a par with other professions, devote themselves to their work with undivided attention, and throw themselves heart and soul to give the library service to every reader at every time.....they will have the satisfaction of having left not only library service and library science, but also our country at a much more advanced stage than what they found when they entered the library profession."³¹

3.1 Ethics of Librarianship

(The word 'Ethics' is derived from 'Ethos'—a Greek word. It means customs or character. Ethics is a science of morals. It is that branch of philosophy which is concerned with human character and conduct.³²

Ethics of Librarianship, an essential element of Library Profession, denotes the conduct and behaviour of those who adopt the profession. A library professional owes certain obligations to the library's public and its books, the library professional organisations and to himself. The Five Laws of Library Science³³ are cardinal principles to be observed by a library professional in all his possible relations.)

3 1 1 Duty to the Readers

A librarian is for the readers and the latter cannot do without the valuable and expert services of a qualified librarian. Their bond of friendship is unbreakable. A librarian is called 'the guide, the philosopher and the friend' of the uninitiated and the scholar alike. A librarian has an onus to prove himself worthy of this honour. He can do so by attaining proficiency in library principles and techniques so as to facilitate the readers to find out their requisite information and reading materials.

It is the religious duty of a librarian to acquaint himself as much as he can do with the books and other kindred materials of his library so that he may guide the readers properly because only the enlightened person can enlighten others. An ignorant person being incapable of guiding himself, may misguide the readers. May God not place any librarian in this predicament !

The Second Law of Library Science—'Every reader his/her book'—enjoins a heavy duty upon a librarian. This simple axiom has far-reaching implications. It does not merely mean that the reader is to be supplied with the books from the library he demands. It lays down that due to the 'hide and seek' character of the books, the much required Reference Service is essential. Care is to be taken that the border line of self-education is not crossed and that the unwanted method of spoon-feeding is resorted to. In other words, though Reference Service is to be encouraged, yet it should not take the shape of spoon-feeding. Barring exceptional cases, readers are simply to be initiated into the techniques of finding out material for themselves from the books. If the books are not available in the library, the librarian should either purchase or acquire them on Inter-Library Loan or at least guide the readers as to wherefrom they can find out the requisite material. For that purpose, maintenance of Union Catalogues and Lists at various levels is essential. Further, it depends upon the intelligence of the librarian as to how he guides the readers.

The Fourth Law of Library Science—'Save the time of the readers'—also enjoins a duty upon the librarian to save the time of the readers by taking resort to time-saving devices, so that their tempo and interest in reading are sustained.

3 1 2 Duty to the Books

Books—the life-blood of great thinkers of the past and the present—are the essential constituents of a library. Without these a library cannot come into existence.

A book may be compared to a human being. Like the latter, it has a soul and a body. Paper, binding and printing constitute its body while the actual contents of the book constitute its soul. A librarian owes a duty to the book to keep its body clean like his own body and save it from destruction by its enemies *i.e.* insects and white-ants. He should repair it at the moment it is torn and also treat it with insecticides at periodical intervals. Besides, he has to take appropriate steps to save the book from its other enemies which include fire, water, dust and human thieves etc.

As regards his duty to the soul of the book, a librarian must try his best to make known its contents to the existing, prospective and potential readers, otherwise he will be cursed by the book for his negligence.

The Third Law of Library Science *viz.* 'Every book its readers', is of an obligatory nature and a librarian must use all publicity methods in order to bring each book in the limelight. He can do so by putting stack guides and using other methods such as issue of notices in the newspapers, issuing of hand-bills, by arranging lectures and by the use of topical sequences etc.

In short, the duty of a librarian towards the book is two-fold *i.e.* the preservation of the book and putting it to maximum use. In other words, he has to fulfil the demands of both the First Law of Library Science *viz.* 'Books are for use (not for preservation)' and the Third Law *viz.* 'Every book its readers', at one and the same time. Moreover, in order to be true to his duties to the books he must bring them in close contact with the readers in an exciting manner. A librarian is called a match-maker of the beautiful bride—the book, and the anxious bride-groom—the reader.

3 1 3 Duty to the Profession

A profession is a *calling*, for admission to which, special training, education and character are required. This exalted profession, being

a learned profession, has public service as its ideal. To maintain this high ideal, a librarian should cultivate 'professional habits' and should shun the bad 'business habits'.

A librarian should see that he should never do anything which mars the profession or which undermines its foundations.

Every librarian should try to help his professional brethren in whatever small way he can do. He should try to inculcate fellow feeling amongst his fellow librarians so that the intellectual and material well-being of librarians is vouchsafed. In this way, he becomes instrumental in ensuring fuller education of the nation as a whole.

Again, a librarian is a trustee for the prestige and the dignity of the profession. Those who hanker after paltry monetary gains are cankers in the profession and they should not be allowed to bloom.

A librarian should never use disparaging words against his predecessors and other professional brethren in the presence of his readers because it will ultimately throw a reflection upon his own character and the readers will ultimately have a very poor impression about this noble profession.

3 1 4 Duties to the Staff

"Each member of the staff should be regarded by the librarian as a colleague and should be encouraged to realize that his work, however menial it may appear, is essential for the smooth working of the whole establishment."³⁴

Further, "in the assignment of work and hours there should be no marked leniency towards certain members, nor the shifting of unpopular tasks always to those who are the most willing to do them. Long service is not always a reason for favoured treatment nor a low salary an excuse for poor work."³⁵

3 1 5 Duty to Himself

(Duty of a librarian to himself means the acquaintance of a librarian with those books with which he is there to serve his clientele. He must know something of everything so that he may fulfil his duty to himself in a befitting manner.)

His conduct must be enviable and he must treat his clients with sympathy and love as his profession is like that of the medical profession. He heals the wounds of ignorance whereas the doctor heals bodily ulcers and ailments.

B. M. Headicar remarked, "We must have both dignity and humility."³⁶ He further said, "If complaints reach you that you are too flippant, too undignified to produce the best results to the service, it is wiser to search for any foundation for the criticism and to recognize it if it exists than to abuse the originators of it ; if it is said that your methods are antiquated and that you would rather continue in the rut than spoil your own comfort by improving the service, it is only fair to the public and it is your bounden duty not to resent this, but, 'if on examination it is proved correct,' immediately to set about things with a view to improvement, or else to hand over your job to a fitter person."³⁷

Various Library Associations like ALA, LA, SLA, and library experts have suggested various tenets of professional ethics.³⁸

3 2 'Musts' for a librarian

A librarian to be a successful professional must keep burning the '*Seven Lamps of Conduct*'.

3 2 1 Impersonal Book Selection

A librarian must select books without any prejudice. He should not accept the books if these are below standard. He should not reject books on the basis of his personal dislike of the authors of the books under the garb of declaring these as below standard.

3 2 2 Service Before Self

'*Service Before Self*' must be the motto of a librarian since he is there not for himself but is a means to an end i.e. fulfilment of the reading requirements of his readers.

3 2 3 Split-mind

A librarian must have a split-mind.³⁹ In other words, he should be capable of keeping alive the unfulfilled demands of his

readers in his mind until he fulfils the same. Secondly, he should be capable of attending to many enquiries at a time. He must have an active mind.

3.2.4 Sympathetic Behaviour

A librarian must have a sympathetic attitude towards the readers and should try to inculcate self-confidence amongst them. He should treat them in such a manner that he becomes a lovable personality.

3.2.5 Tact

A librarian must be tactful, otherwise he will find it difficult to succeed since he has to deal with various types of human beings. Unless he tackles them in a tactful manner, he is sure to bring bad name to the profession.

3.2.6 Industry

A librarian's job is not a 'bed of roses'. It demands hard labour and perseverance. Those who cannot put their heart and soul into their jobs are advised to tap at some other door. Librarianship is not the last resort for the rejected souls. A Librarian must be industrious and patient in his disposition and nature.

3.2.7 Scholarship

Last but not the least, a librarian must be a scholar himself first, so that he may serve as a guide to others in the true sense of the word '*Guide*'. He should be fully conversant with the reading materials which are stocked in his library in order to guide his readers. His scholarship should attract research workers towards his library and himself.

3.3 Professional Misconduct

Insincerity is professional apostasy and trickistry is professional immorality. Professional misconduct consists in the failure of a librarian to fulfil his duties as enumerated above. Anyone found guilty of such a misconduct should be dealt with sternly so as to set an example for others. This obligation can be and should be shared by the National Library Associations and the State Library Associations by laying down certain standards, both moral and professional,

for judging the actions of librarians. These should find out as to whether any librarian is guilty of professional misconduct. Proper sanctions and machinery should be provided to ensure proper observance and execution of their commands.

The principles enunciated above should be the Gita and the Bible of librarians if they want their profession to outpace other noble professions like Law, Medicine etc. These principles are not mere precepts for preaching purposes but are based on experience and wisdom of seasoned librarians. These should be put into practice right earnestly.

B. M. Headicar quoting the report of the Public Libraries Committee suggested "the advisability of instruction and advice on library ethics being included in any curriculum for library training."^{4a}

PART II

THEORY
OF
LIBRARY
ADMINISTRATION
AND
MANAGEMENT

**LIBRARY
ADMINISTRATION
FUNCTIONS
AND
PRINCIPLES****4 0 Functions of a Library**

LIBRARY is a social institution charged with the most enviable function of dispensing knowledge to the ignorant and the informed alike. '*Vidya-dan*' i.e. imparting of knowledge has been considered as the most sacred task in Ancient India and Manu rightly allotted this job to the most gifted persons of the society of that age. The Brahmins were at the uppermost rung of the ladder and so they were made responsible for performing the task of imparting knowledge. Libraries or *Vidya Bhandaras* being indispensable, had a pride of place in society. The administration of such an important social institution naturally demands greater attention than that given in the past.

The main function of a library is the collection and preservation of knowledge for its dissemination to all. Its conservation for posterity is also an important duty of a library. The libraries have changed the outmoded concept of preserving a large number of reading materials for the sake of preservation only. Gurudeva Tagore rightly remarked, "the extent of use to which the reading material of a library is put, should determine its importance rather than the staggering number of volumes."⁴¹ He deprecated the idea of putting more emphasis on collecting books alone. He gave an

example of a millionaire. "He is judged great in a gathering, not by what he has but what he gives." He illustrated this point by bringing out the difference between a dictionary and literature. The former was a depository of words while the latter was a medium through which the words were used and developed. Gurudeva gave more importance to literature. Similarly, Gurudeva pointedly remarked that constant and increased use of its books gave a library its significance.

All our efforts should, in fact, be channelized to fulfil these basic functions of a library and that can be achieved only if we plan and implement the decisions in the most scientific and economic way. The Five Laws of Library Science of Dr. Ranganathan provide requisite guidance on the subject.

Library Administration can be studied from theoretical as well as practical angles. To have better results, practical administration must be based on sound theoretical principles. On the other hand, to get sound theoretical principles, these should be based on practical experiences.

A library presents almost the same problems as are encountered with in any other social institution—a school, a college, or a commercial or industrial undertaking. It would, therefore, be appropriate to take into account the administrative functions of other social institutions and to apply them to libraries with necessary modifications.

4 1 Definition and Functions of Administration

4 1 1 Definition.

An organisation, business or enterprise is established with an aim to achieve a set goal. How to achieve it? Who has to achieve it? An organisational structure is raised, an administrative machinery is created and a management authority is appointed. The administrative machinery is responsible for laying down the basic policies of the organisation, for providing a suitable organisational structure to achieve the set aims of the organisation and for appointing the management personnel for translating into reality the desired aims. "That phase of a business enterprise which concerns itself with the

overall determination of the major policies and objectives is Administration. For the administrative functions to be effective in operations a 'doing' function is required. Management is the executive function that concerns itself with the carrying out of the administrative policy laid down by Administration. It directs the active operations within the enterprise and combines the work of the employees with the available capital, equipment and materials to produce an acceptable product. It also markets the product or service according to the broad policies established by Administration."⁴²

Similar views have been expressed by other authorities. J. William Schulze considered 'Administration' as "the force which lays down the object for which an organisation and its management are to strive and the broad policies under which they are to operate". According to him, 'Management' was "the force which leads, guides and directs an organisation in the accomplishment of pre-determined object". There is a confusion between the terms 'Administration' and 'Management'. Sometimes these are inter-changeable. But at others, one is considered, a generic term while the other a specie. "Administration is that function of management which actually executes or carries out the objectives for which the enterprise is organised. This function initiates the work to be performed, sees that personnel is fitted to the task and trained to operate properly, and in general cases for everyday routine necessary to ensure that men, materials and equipment are functioning properly towards the desired end."⁴³

Henri Fayol, who was a successful French industrialist wrote his famous treatise "General and industrial Administration". He based it on his rich and long experience as an administrator. According to him, the operations which occur in a business can be divided into six main groups—technical, commercial financial, security, accounting and managerial. He regarded 'administration' as one of these six major functions.

"Administration," he said, "regarded in this way must not be confused with government. To govern is to conduct an undertaking towards its objective by seeking to make the best possible use of all the resources at its disposal; it is, in fact, to ensure the smooth working of the six essential functions. Administration is only one of these functions,....."⁴⁴

4 1 2 Functions of Administration

Fayol brought out five distinguishing functions of administration, namely, to plan, to organise, to command, to co-ordinate, and to control.⁴⁵ The words 'To plan' used for the original word 'prevoyance' means 'to forecast' and 'to plan'. Each of these six functions of administration can be grouped into two groups *i.e.* process and effect. Accordingly, 'Forecasting' leads to 'planning', 'organisation' is for ensuring 'co-ordination' and 'command' provides 'control'. Fayol's analysis of administrative functions can be implied as under from his list of 'Administrative Duties' :⁴⁶

1. Investigation→Forecasting→Planning.
2. Appropriateness→Organisation→Co-ordination.
3. Order→Command→Control.

Luther Gulick⁴⁷ adopted Fayol's ideas and restated the functions under the catchword 'PODSCORB'. It stands for the following seven functions :—

1. Planning.
2. Organising.
3. Staffing.
4. Directing.
5. Co-ordinating.
6. Reporting.
7. Budgeting.

4 1 2 1 Planning

The first function of an administrator is to plan and forecast *i.e.* determining the goals and ideals of an institution. The ways and means to achieve these objectives are thought out on a plenary basis. These outlines are given concrete shape and a regular framework of authority is established in such a manner that maximum work of best quality is ensured at a minimum cost with minimum efforts. Planning presupposes the stock-taking of the existing conditions and the relevant causes. The solutions are

suggested for removing the defects by a phased systematic programme. The economic planning is concerned with the production of maximum output with minimum input. In planning, entire wastage is avoided and every constituent factor is made to contribute its own share. The efforts are made to remove the basic defects and their future implications are taken care of. In library planning, the locality, its make-up as regards its physical features, its linguistic divisions, its cultural diversities and educational needs etc. are taken into account before providing a service. The pros and cons are properly studied so that the service is effective and long enduring.

4 1 2 2 Organizing

Planning to be fruitful needs a sound organization, which means that such a structure of authority is established which is capable of achieving the set goals. Through this structure, work subdivisions are arranged, defined and co-ordinated for the set goal. This structure is needed to bring together all the staff members in such a scientific way that the work is done most efficiently and smoothly. In library organization, the decision is taken as to what kind of authority is to be provided for an area of service. Should the authority be autonomous or part and parcel of the Local Government machinery? If it is to be autonomous of the Local Government Authority, it is to be found out as to whether this autonomous body would be capable of raising and collecting enough finances for running the library.

4 1 2 3 Staffing.

An organization for its efficient working is totally dependent upon proper staffing and recruiting policies. The staff employed should have special aptitudes and capabilities for performing a particular kind of job. For example, the Chief Librarian of a public library should be sympathetic towards readers and should be capable of understanding the varied tastes of the public. Besides advanced learning, he should be able to command respect by his qualities of leadership. He should be a competent person to serve as a Public Relations Officer *i.e.* to serve as a liaison officer between the readers and the books. The common people consider him a guide and the librarian should come up to their expectations.

A University Librarian, in addition, should have an aptitude for research if he wants to become a successful librarian. He must

have a sound grounding in research methodology. The other junior staff members should be appointed keeping in view their aptitude for various jobs. The practical experience of various jobs at the credit of applicants for various posts should be taken into consideration at the time of their appointment. 'Staffing' includes the training of staff and the maintenance of favourable conditions of work for them.

4 1 2 4 Directing

The harmony and efficiency of the staff depends upon the personal qualities of the Chief Librarian. He should be capable of performing his duties as a leader. It implies that besides possessing knowledge, he should be able to infuse confidence amongst the staff members. He should be able to boost up their morale. He should be an example to be followed by his subordinates. In other words, he should not be frustrated with his job. Rather he should do his job with zeal. He should be ready to sacrifice his personal comforts for the sake of library work and library staff. He should prove an ideal leader by dint of his hard work and sincerity for the staff welfare. 'Directing' includes continuous decision making and embodying them in general and specific orders and instructions.

4 1 2 5 Co-ordinating

Leadership will be successful only if the leader can properly inter-relate various parts of an organisation in a harmonious way. This co-ordination can be achieved if the head knows well all the jobs and effects such an automatic administrative machinery that he feels practically no necessity to interfere. It depends upon the kind of organization which has been brought into being *i.e.* as to whether he introduces Line Type or Line and Staff Type of structure or Functional Type of organization. In other words, there should be delegation of powers but the staff members in whom the powers are vested should also be made responsible for their jobs. They should be answerable to the Chief. An automatic apparatus should be effected by means of introducing a practice of getting periodical reports from the various Section Heads. He should allow these Heads to use their initiative but whenever there is some difficulty

or misunderstanding, the Chief should thrash out the problem in periodical staff meetings.

4 1 2 6 Reporting

'Reporting' means keeping authorities, to whom the executive head of an organisation is responsible, informed about the progress or regress of his work. To perform this duty efficiently, the executive head has to keep himself and his subordinates informed about their jobs and performances through research, records and inspection. It is a sound principle of organisation that a periodical report is asked from a head of an enterprise. Such a report should be factual one based upon actual and faithful statistical data. The Chief of a library has to submit an annual report to the executive authority concerned. This practice keeps the Chief vigilant about his own activities since he knows that somebody else above him is keeping a watch upon him. Laski, a renowned political philosopher, observed, "vigilance is the price of freedom." The Chief Librarian in turn, has to ask various Section Heads of his library to maintain proper records and statistics of the work performed by their respective subordinates so that a faithful and factual report is presented to the former.

4 1 2 7 Budgeting

'Budgeting' includes fiscal planning, accounting and control. No organisation can function properly without adequate finances. But it is difficult to obtain enough funds for all kinds of organisations, especially libraries, which are dependent and spending bodies. Libraries do not earn any revenues in the physical sense. Their services, though essential for the well-being of the individual, the society and the government, are not considered apparently indispensable. Consequently, the legislators and bureaucrats alike reject the demands of libraries on one or the other pretext. The libraries have been given almost the lowest priority in matter of allocation of funds. So the librarian has to muster strength and acquire necessary skill and tact for securing adequate funds. He has to convince the authorities about the usefulness of the service rendered by libraries. This can be achieved only if he advances tangible and plausible reasons for each of his demands. The authorities can be convinced easily by statistical data. So the librarian should maintain proper statistics of income and expenditure of his library.

He should ensure proper utilization of fiscal grants without any available wastage.

In addition to the above-mentioned functions, the following two functions are considered essential for an efficient administration :—

4 1 2 8 Control

The Chief or the Supervisor will have to be ever vigilant about the rate of progress of the work. He has to ensure best quality and maximum quantity of work from his workers. In order to achieve this the Chief has to control effectively his subordinates. He has to inspect their work personally. He has to keep an eye upon the methods of performing specific jobs assigned to individual workers, the end products and overall costs of production/services.

4 1 2 9 Motivation

The Chief can achieve his aim of maximum production only if he instils enthusiasm and team-work amongst his workers. Unless the workers perform their jobs willingly and conscientiously, the aim cannot be achieved. The workers must be motivated by providing congenial service conditions and environments. They must be made to realize that if they work more, they will get rewards for the same.

4 1 3. Principles of Library Administration

4 1 3 0 Their application to Librarianship

A Library is a social institution. Every constituent of the society wants the library to flourish. On the other hand, the library is a part and parcel of the social framework. It is for the society. Without the society, the library will become extinct. It, in order to flourish, must not lose sight of the principles followed in administering other social institutions both private and public. Miles and Martin state, "The fundamental point is that the librarian is a public administrator. The library is an integral part of vast public service system, a circumstance that is most evident in the field of financial support. And in accomplishing his purpose the Librarian performs administrative operations essentially similar to those of other public agencies...Two supplementary assumptions form the basis of the relationship of the library to the general theory of

management and to the more specific principles of public administration. The first is that the management of a library involves functions that are essentially similar to those found in any co-operative enterprise...the second assumption is that fundamental tenets of public administration—as to managerial structure and fiscal organisation, for example—apply to such agencies as the school, the police department, and the public library.”

The aim of a library is to ensure maximum use of its reading materials by maximum number of persons of its public. This is to be achieved by minimum output at most economical terms. This involves the application of principles of business administration. The purpose of a business organisation is to secure maximum profit. This is achieved by it at the most economical rates with minimum input. So basically, a library and a business organisation have similar aims. The profits of a business organisation are measured in monetary terms while those of a library are judged from the utilization of library funds for providing maximum reading service to its clientele. It is like other ‘service’ organisations *e.g.* Education services.

A librarian, besides, being a scholar, should also understand the basic principles of business management. He should be a manager of an enterprise and should have adequate administrative acumen. The following basic principles, though pertaining to business management, can be applied to library administration with minor modifications and adjustments taking into account the aims and goals of a library.

4 1 3 1 Unity of Command and Management

The first pre-requisite of a good organization is the Unity of Command—investing one person with all powers so far as his particular sphere of working is concerned. Dispersal of powers and functions to a group of people makes nobody responsible. Joint responsibility is nobody’s responsibility. It is essential to have consistency in decisions and their proper implementation otherwise one person may interpret the decisions in one direction whereas the other person may take it in quite an opposite manner. It will create unnecessary confusion both within the group of administrators and their subordinates. The unity of command ensures efficiency and quick decisions. Each worker knows as to from whom

he has to take orders and to whom he has to give orders. Ultimately, everybody is responsible to one executive head.

This principle of "unity of command" can be implemented by providing for "unity of management" which implies that the staff members work in a proper set-up and atmosphere which can be possible only if there is unity in planning and its implementation devices. All planning should lead to the fulfilment of the common goal of the library and all the individual ideas should be subordinated to the achievement of the main aim.

4 1 3 2 Scalar Chain

"There must be a clear line of formal authority running from the top to the bottom of every organisation."⁴⁸ To get work from other persons is difficult than doing a particular job by oneself, and it is especially so where scores and hundreds of people are engaged in a particular pursuit. For this purpose, a right type of organizational structure is essential. A choice is to be made out of the following structures which have been in constant use in various types of organizations and enterprises. But a proper selection would be possible only if these types of organizational set-ups are discussed at some length.

4 1 3 2 1 Line Type

When all the workers are responsible direct to the head of the section/institution and to nobody else, the institution is said to have a line type of organization. In bigger institutions, the control by the Chief himself becomes somewhat physically difficult if not impossible and he delegates certain powers to his deputies/assistants. These deputies/assistants are directly responsible to the head through an intermediary authority. Suppose, one library, besides other junior staff members, has got 5 Assistant Librarians, one Deputy Librarian and one Librarian. In a line form of set-up, the Assistant Librarians will be responsible to the Deputy Librarian and not to the Librarian direct. This system implies a hierarchy of officers and it has got its merits and demerits. This rigid type of organization is found in military

organizations. This mechanism can be successful in very small libraries but it is liable to break down in larger institutions. The specimen of a Line type of organization is given as under :—

(a) *Public Library*

Municipal Council Local Library Authority

Library Board/Committee

Librarian

Deputy Librarian

Acquisition	Classification	Periodicals	Ref. & Lending	Evening
Sec.	& Cat. Sec.	Sec.	Sec.	Shift
Asstt.	Asstt. Lib.	Asstt. Lib.	Asstt. Lib.	Incharge
Lib.				Asstt. Lib.
Library	Library	Library	Library	Library
Asstt.	Asstt.	Asstt.	Asstt.	Asstt.
Junior	Junior	Junior	Junior	Junior
Library	Library	Library	Library	Library
Asstt.	Asstt.	Asstt.	Asstt.	Asstt.
Clerk.	Clerk.	Clerk.	Janitor.	Janitor.
Peon.	Peon.	Peon.	Peon.	Peon.

Co-ordination is further essential because due to unmanageable size and complex procedures, every section remains engrossed in its own work and does not even try to know the work and workers of the other sections. Consequently, water-tight compartmentalization results. Co-ordination can be achieved by the Chief Librarian by calling frequent staff meetings and by appointing co-ordinators at various service points such as children' youth and adult departments.

4 1 3 2 3 Functional Organization.

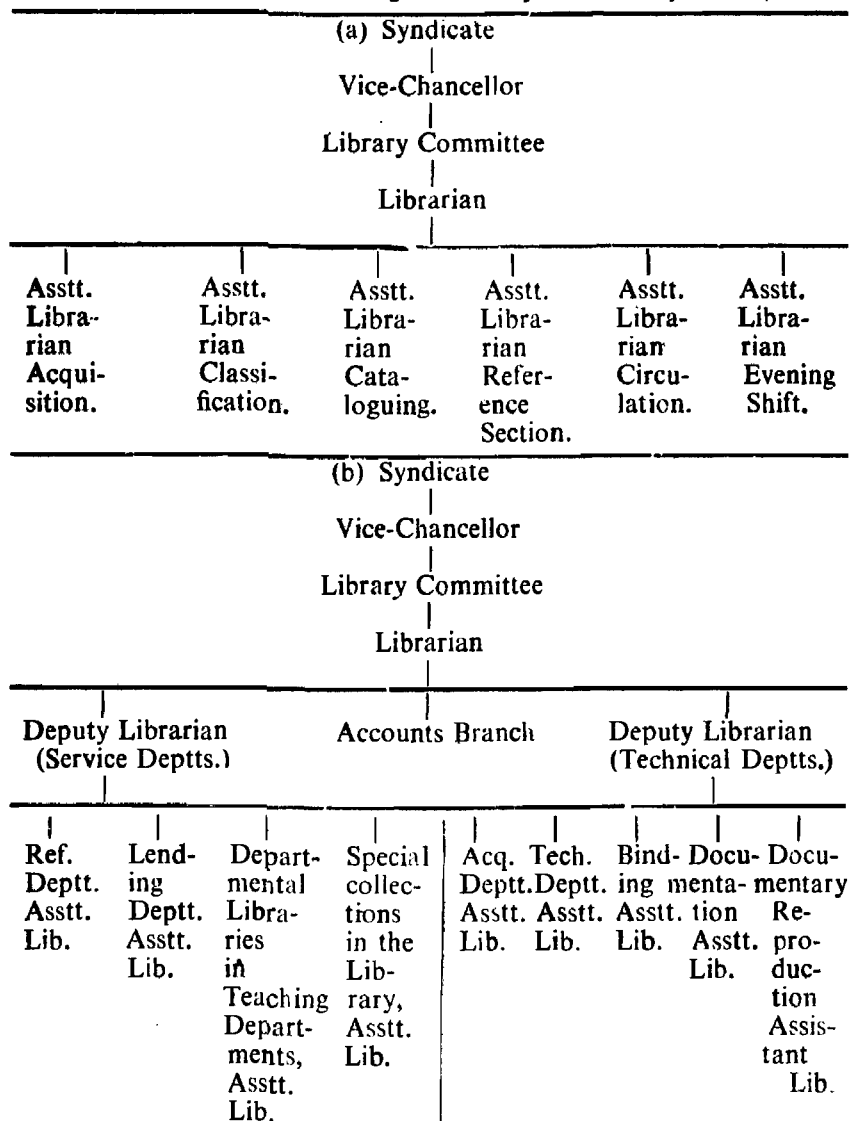
"Functional planning is found almost universally in nature."⁵¹

The Line and Line and Staff types of organizations create certain problems like lack of co-ordination amongst various sections. Even overlapping of duties is reported many times. It is thought advisable to define, once for all, the functions and duties of each person and it is done by dividing the whole library work by the type of jobs involved e.g. acquisition, classification, cataloguing, reference service and circulation etc. etc. In this type of organization, all the aspects of each particular job are put together under one Section Incharge respectively. For example, all the reading materials are acquired by the Incharge of Acquisition Section irrespective of the fact that the books relate to different subjects and languages. Similarly, the Incharge of Technical Section is responsible for the classification and cataloguing of all books irrespective of the fact that these belong to different subjects and languages. It is claimed that in this way, the functions of each person are clearly defined and over-lapping is almost completely eliminated and specialization in particular jobs is secured. The Chief Librarian and Deputy/Assistant Librarians are relieved from attending to the routine jobs. They are able to devote their time in planning future policies for the development of the library and in preparing programmes for closer relations between the staff, the readers and the books. "In most types of administration—and especially in library administration—the basis of planning likely to yield the best results is a functional basis, adopted to the needs of the particular administration....."⁵²

But this form of organization is also not ideal. It becomes instrumental in widening the gulf between various departments and the persons working in each section tend to forget all other technical jobs except that which comes to their lot. Secondly, under this

form of organization span of control increases. But these defects can be offset by introducing certain modifications. The first defect can be removed by holding frequent staff meetings and by shifting the duties of various assistants in rotation after every two years or so. The second defect can be offset by appointing one or two intermediary deputies/assistants who may be made responsible for particular departments.

Specimen of Functional Organization of a University Library



4.1.3.2.4 Arrangement by Materials

Another arrangement followed in very large libraries is by materials. Special divisions are created for handling various kinds of materials. These are Books Division, Maps Division, Periodicals Division, Films Division, Government Publications Division, etc., etc. These divisions are responsible for the acquisition, processing and making available the particular kinds of materials with which they deal. This kind of arrangement has got its own merits and demerits and can be usefully followed in libraries where these materials are received in large numbers. This kind of phenomenon is found in national and depository libraries. This arrangement is useful because each type of material is handled by specialists, proper treatment is ensured and wastage of time and energy of the staff is avoided. This system also avoids overlapping of duties and functions.

4.1.3.2.5 Subject Arrangement

Since readers' approach is mainly by subject, they are becoming more and more conscious of their specific needs and this awakening on the part of the readers has put a heavy responsibility on the library staff. Unless they organize their collections in accordance with the approach of the readers, the library service may not be effective. In this type of organizational setup, library administrative machinery is geared up in such a manner that all work is divided on the basis of subjects. The general pattern is to divide the whole universe of knowledge into the following main groups:—

1. Humanities.
2. Social Sciences.
3. Biological Sciences.
4. Pure Sciences.

This system implies that one senior staff member is made incharge of each of these branches of knowledge. He is expected to be fully conversant with the subjects of his specialization. It is better if he at least holds a Master's Degree in the concerned subject/subjects, because such a person should be able to answer many technical questions. It further implies that the Incharge of a Division will be responsible for the acquisition, preparation and servicing of the reading material of a particular subject field. The

reference service is also done by the Divisional Head of a particular subject. The latest trend is towards the adoption of subject arrangement pattern and we find that many Universities in the United States of America and other countries of the world have this type of organization in their libraries. The universities of Cleveland, Los Angeles, Baltimore, and Rochester have got subject arrangement type of organization in their libraries. This type of arrangement is very useful for the students and research scholars but it is more expensive than some other types of organizations.

4.1.3.3 Delegation of Authority

In order to secure proper co-ordination and strategic leadership, authority is delegated. It implies that the Chief Executive surrenders some of his powers to his immediate subordinates. Thus he multiplies himself because his authority is manifested in many of his subordinates when they get his orders implemented. In this kind of decentralization of authority, the Chief Executive rules by the principle of 'Administration by objectives' rather than by that of 'Administration by Authority'. In the former case, the Chief Executive brings home the ideals and objectives of the organization to his subordinates and secures their willing co-operation for fulfilling the set objectives. The responsibility devolves upon the subordinates. In the latter case, the orders are directly issued by the Chief Executive and all the subordinates are directly responsible to him and the work is got done by the show of authority and command.

According to Peter F. Drucker,⁵³ there are always three jobs for top management :--

- (i) Managing the business as a whole ;
- (ii) Managing the managers (Subordinate executives) ; and
- (iii) Managing the workers and the work to be done.

To ensure proper implementation of the above-mentioned objectives, the following essential elements must be provided :--

- (i) Right type of leadership ;
- (ii) Clear understanding by every individual of the organization as a whole, each section of it and the job assigned to every worker ;

- (iii) The delegation of powers should be commensurate with responsibility ;
- (iv) Decision making and their execution should be left to the subordinate heads so that they may gain confidence and may take initiative. In this way they would work with zeal ;
- (v) All the residual authority after defining the respective limits of the Chief Executive and subordinates should be left to the subordinate heads :
- (vi) The decisions which are long range, multirelational, qualitative and complex, should generally be referred upward;⁵⁴ and
- (vii) The Chief Executive should keep a vigil and restraint upon the subordinate heads to ensure that the decisions taken by them are in conformity with the general policies laid down by the top management.

4 1 3 4 Departmentation

Proper job analysis and assignment of jobs should be planned in such a manner that no overlapping in duties occurs. This can be achieved by establishing various departments. The powers, functions and duties of various departmental heads must be clearly defined. Like jobs should be put under one department and unlike jobs should be isolated from each other. All vagueness or overlapping jurisdictions should be removed by the Chief Executive. Departmentation depends upon the following factors :⁵⁵

- (i) Work analysis.
- (ii) Division of labour.
- (iii) Specialization.

4 1 3 4 1 Work Analysis

Work analysis is an attempt to secure a number of close-up views of different operations and breaking down of each task into its component parts.

Work analysis is useful for simplifying the procedures and for ensuring improvement in various processes. It is also helpful for assessing each individual and department's achievements during a particular period. Moreover, the Chief Executive can on this basis plan in a better way.

In work analysis, all the possible jobs are listed and then the following data is secured :

1. How much time is spent by each individual in performing various jobs individually ?
2. How much time is spent for each job by the whole staff ?
3. How much does it cost in monetary terms ?
4. How much amount is spent on various jobs individually ?
5. How much amount is spent in providing a particular complete job ?

4 1 3 4 2 Division of Labour

After proper work analysis, each individual worker is assigned a particular job in accordance with his qualifications. The principle of division of labour is based on commonplace experience that every person cannot do every job. In other words, each person has generally more leanings towards one or the other aspect of a job. Some persons are prone to thinking, others are practical minded and still others are found to be proficient in fine arts etc. To have an economical setup, it is a sound principle to divide the work into various work units and to assign the various identifiable jobs to individuals separately.

In a Technical Section of a library, classification and cataloguing jobs are assigned to different persons. Still further division is done by assigning various component part jobs of cataloguing to various persons e.g. by assigning the work of preparing the main entry cards to one person, of preparing the other added entries to the second and that of alphabetization of cards to the third and that of filing cards to the fourth and so on and so forth.

words, the extent of authority should correspond to the amount of responsibility.

Library administration, if based on the above-mentioned principles, is bound to be successful. But the success of library administration depends upon the way these principles are practised and the manner in which the decisions are put into force. Expediency and tact are very important for this purpose.

In addition to these principles, the basic facts about a library must be taken into account while administering it. A library has got some difficulties and weaknesses. It is, on the whole, a dependent body. "It is likely to be a department of a larger organisation whose central executive usually tends to take advantage of his privileged position and develop a grasping tendency on the one hand and obstructive tactics on the other."⁵⁷ Besides, a library is a 'spending body' and a 'growing organism.' Their implications must not be lost sight of.

4 2 3 Scientific Management

4 2 3 1 Administration Vs. Management

Management is "the function..... concerned in the execution of policy within the limits set up by Administration and the employment of the organisation for the particular objects before it."⁵⁸ On the other hand, Administration is "the function.....concerned in the determination of the corporate policy."⁵⁹

There are conflicting and confusing definitions of Administration and Management. To some⁶⁰ 'Management' is a generic term while 'Administration' is considered only a part of the former. To others,^{61, 62} 'Management' is a part of 'Administration'. According to them, "that phase of a business enterprise which concerns itself with the overall determination of the major policies and objectives is *Administration*," while on the other hand, "the function which concerns itself with the carrying out of the administrative policy laid down by Administration is 'Management.' "

In spite of divergent opinions, 'management' is a very vital part in administration since it is "the art and science of organising and directing human effort applied to control the forces and utilize the materials of nature for the benefit of man."⁶³

4 2 3 2 Nature of Management

“Administration is becoming a science in our life-time.....”⁶⁴
 Management, now-a-days, is a specialized job and it is not within the reach of the common. It needs proper training and experience. It has a scientific character.

“Scientific management is the application of the principles and methodology of modern science to problems of administration.”⁶⁵
 The motto of the Royal Society of London indicates the nature of modern science. It states, “Nothing on faith. If you want me to accept your view, prove that it's better than mine. I insist on evidence that is measurable.”⁶⁶ In other words, scientific management requires a complete mental revolution on the part of the workers and the management. Both must pay their whole-hearted attention towards increasing the size of the surplus. The old individual judgment or opinion must be replaced by exact scientific investigation and knowledge. Scientific management, in brief, involves certain combination of the following elements⁶⁷ :—

1. Science instead of rule of thumb.
2. Cooperation instead of individualism.
3. Harmony instead of discord.
4. Maximum output instead of restricted output.
5. The development of each person to his greatest efficiency.

4 2 3 3 Necessity of Scientific Management

Frederick W. Taylor pointed out that the root cause of ills in management was ignorance on part of the management and the workmen. The former did not know as to what could be a fair day's work of a worker. They did not know as to how to convince the workers that they would get a fair reward for their efforts in production. The workers, on the other side, also were ignorant that they could secure a proper output if they were assured that they would get increased rewards if the management earned more.

The necessity of following principles of scientific management was explained by Taylor⁶⁸ as follows :—

1. That the whole country was suffering a great loss due to *inefficiency* found in their daily jobs.

2. That the remedy for curing it lay in providing systematic management.
3. That systematic management was a true science based on defined laws, principles and rules.
4. That these principles were applicable to all kinds of human activities.
5. That if and when these principles are applied correctly, the results must be very much encouraging.

He based his principles on Motion Study and Time Study.

4 2 3 4 Value of Scientific Management

Scientific management bestows certain important benefits upon those who practise it faithfully and sincerely. These are listed below :—

1. It helps in increasing efficiency and productivity.
2. It provides a scientific basis for fixing the wages of workers from time to time. The basis is the productivity in an enterprise.
3. It provides a valuable information and data about the desirability or otherwise of adopting rationalisation in an enterprise.

4 2 3 5 Limitations of Scientific Management

1. Scientific management is not an exact science because it deals with human beings. The human behaviour is variable. Human beings deal among themselves in the form of employers, employees, customers and dealers etc. "Where human beings are concerned, management principles may be so much waste paper."⁶⁹
2. Every organisation has got its own traditions and objectives. Management principles, policies and techniques are applied to specific circumstances in each organisation. They invariably differ in each institution.

3. Science is advancing. So scientific management must change from period to period. Those principles of scientific management which may be good today, may not be suitable tomorrow.
4. Work methods, work standards and output cannot be measured accurately and easily. Huge cost is involved in making these methods and standards foolproof.
5. The engineering side of the work is given undue emphasis while the human element, a basic factor in scientific management, is ignored to a great extent.
6. From workers' point of view, the scientific management means subjection of their work to their performance. They fear that it will lead to sending many of them out of job.

However, the benefits of scientific management outweigh its so-called demerits. Moreover, the demerits, if any, are remediable by judicious application of the principles of scientific management and rationalisation. That is why the scientific management has been popular in almost all the advanced countries of the world. It has been applied to almost all kinds of human activities.

4 2 3 6 Levels of Management

Generally, there are three tiers of authority or management *i.e.* Top, middle and lower. The top management includes the Chief Executive and other senior executives. In business enterprises these may be represented by the Managing Directors, General Managers or Presidents of the Boards of Management, and Deputy General Managers and Vice-Presidents etc. In Libraries, the Chief Librarians, Head Librarians or Directors of Libraries or Senior Professionals (Grade I) may represent the first type while the Deputy/Assistant Chief Librarians, Deputy/Assistant Librarians or Deputy/Assistant Directors of Libraries or Senior Professional (Grade II) may be the second type. Similarly, the 'middle management' includes those persons through whom the Chief wields his authority and gets the jobs done. They include Heads of Departments and Superintendents. In libraries also they may be called as Heads Incharge of particular Sections or Departments of a library. They may also be called as

Junior Professionals. The lower management includes those person who directly supervise the work of the workers. In industrial organisations they may be called as General Foremen, Foremen and First-line Supervisors. In libraries, they may be called by various names *e.g.* Senior Library Assistants, Head Assistants, Office Superintendents and Library Assistants.

4 2 3 6 1 Functions

The functions of each of these three types of management may be as under :—

(a) Top Management

- (i) to take jurisdiction of an issue and to deliberate and decide ;
- (ii) to confirm the decisions taken by executives at different levels ;
- (iii) to counsel and guide them in initial stages of policy formulation ; and
- (iv) to review their acts through reports and inspection.⁷⁰

(b) Middle Management

- (i) to assist the chief executive ;
- (ii) to prepare themselves for undertaking broader responsibilities.
- (iii) to understand others jobs and problems.
- (iv) to serve as leaders for persons below them.
- (v) to coordinate the activities in three directions *i.e.* upward, downward and sideward.

(c) Lower Management

- (i) to supervise the work of the rank and file.
- (ii) to serve as administrative link between the workers and authorities.
- (iii) to issue orders and directions to the workers to be implemented by them.

4 2 3 7 Principles of Scientific Management

Scientific management to be successful must be based on sound principles. Some of these principles may be as under :

1. *Job-Analysis.* It is the determination of the jobs and their analysis into more or less independent sub-jobs. These jobs should not overlap each other in any way.
2. *Division of Labour.* It is the determination of respective duties of personnel at various levels.
3. *Work Methodology.* It means the improvement of methods of work. These methods should be based upon the tried systems such as time study, motion study and standardization of tools, equipments etc.
4. *Maximum Profits.* The organisation should be run on the most efficient lines so that there is maximum productivity for the employers and maximum prosperity for the employees.
5. *Incentive Wage System.* The wage system must provide incentives to efficient workers so that they are encouraged to further improve their work.
6. *Complete Harmony.* There should be maximum harmony and cooperation between management and workers.

The basic principle of scientific management is the "distribution of responsibility or its decentralization."

The top management confines itself to the formulation of policies and principles and deciding financial matters. The power of reviewing the execution of the policies etc. is left to the paid executives. The method of random sampling is used for reviewing purposes. The faults are corrected by scientific methods.

The executive officers, on the other hand, undertake full responsibility for carrying out faithfully the policies and principles laid down by the top management. The difficulties experienced by them in their day-to-day work are referred to committees appointed by

the top management for necessary amendment or change in policies and principles.

4 2 3 7 1 Application of Scientific Management Principles to Libraries

The principles of scientific management can be profitably applied to the following library jobs which are amenable to proper analysis :⁷¹

1. *Frequently performed jobs* such as duplicate checking, typing book orders, classifying, book numbering, reproducing cards, filing cards, book charging and discharging and book shelving.
2. *Repetitive jobs* involving recurrence of same steps each time a job is performed, such as book charging and discharging.
3. *Jobs requiring frequent movement of people or equipment* such as physical arrangement between acquisition and technical sections, public catalogue, major bibliographical tools, reference, lending and circulation sections.
4. *Jobs with bottlenecks* such as delay caused in labelling or confusion in deciphering call numbers written in ink on the spines of books.
5. *Jobs involving large amounts of money* such as provision of reference service in a large library. Job-costing or cost-accounting is very useful in such a case.

4 2 3 8 Methodology and Procedure of a Scientific Management Study

A scientific management study should be entrusted to that person or body who has enough knowledge of the field of investigation and the basic principles of scientific management.

Such a study involves the following steps⁷² :—

1. *Defining the problem.* The scope of the problem should be clearly defined and understood.
2. *Gathering the data.* It is essential to know of what steps a job consists. In other words, the motion study must be

made first. It should be followed by the time study i.e. the time required for performing each part of a job. Further, cost data for each item should be gathered.

Analysing the present method. The present method of analysis made use of should be properly understood in relation to each step of the process as well as the process as a whole. The following six steps can be useful in analysing a particular job :

- (i) Why is the job performed ?
- (ii) What is the purpose of each step in relation to the purpose of the institution ? What will it contribute to the overall process ?
- (iii) Where is the job done ? Where else can it be performed ?
- (iv) When should the job be performed ? Can it be performed at some other time with better results ?
- (v) Who should perform the job ? Can it be performed by some other person with less qualification/training at less cost ?
- (vi) How is the job performed ? How could it be performed better ?

4. *Developing an improved method.* An improved method can be developed in the following ways :

- (i) By eliminating the whole or unnecessary processes.
- (ii) By combining various homogeneous processes.
- (iii) By changing the sequence or order of the processes.
- (iv) By changing the operator.
- (v) By simplifying the remaining processes.

5. *Putting the improved method into operation.* The improved method can be put into operation only when it is properly put to the supervisor. The supervisor should be co-operative. The following steps are involved in executing the improved method :—

- (i) Presenting the new plan to the supervisor in writing.

- (ii) Overcoming resistance from the supervisor and co-workers. The resistance is generally based on unfounded fear. The workers may feel that the new method may reveal that they were performing their jobs inefficiently; that they may be dismissed; or that their jobs may be considered superfluous and that as a result, they may be retrenched. For example, in India, at present, there is a strong opposition from workers to the introduction of computers in industry and business. The Life Insurance Corporation of India is experiencing such a resistance from its workers. Many people oppose the new methods for mere opposition. Whatever the reason of such a fear may be, the innovator must understand the human nature and overcome the resistance with patience, perseverance, courage and wisdom.
6. *Training workers in the new processes.* In order to make the new process a success, the workers must be trained in making use of the new process.
7. *Initiating a trial operation and following it up.* Proper trials should be launched. These must be followed up vigorously. Nobody should be allowed to feel disappointed about the slow progress in the initial stages otherwise the workers would like to revert to their old methods.

4 2 3 9 1 Value of Scientific Management to Libraries

Scientific management is not confined to industry and business alone. Rather it can be profitably made use of in public enterprises, nay, even in public services also, which do not have a profit motive. The main advantages to libraries which partake the nature of a public service department may be as under :

1. *It helps in developing a factual data and argument.* A library has an onus to satisfy the tax-payer by providing him the maximum return for each rupee paid by him for library purposes. A library is a growing organism and it needs additional funds year after year. The tax-payer wants to know why the additional amount is required.

Not only an ordinary tax-payer but even experienced appropriating committees are impressed by quantitative and factual justification than eulogy of librarianship. Scientific management helps a librarian develop such a quantitative and factual argument in his favour for securing additional funds.

2. *It helps improve routine efficiency.* Majority of library tasks are of repetitive and mechanical nature and are amenable to quantitative analysis. These processes include ordering, cataloguing, card filing, binding, circulation and book shelving. Scientific management can enhance routine efficiency.
3. *It is a useful tool of library personnel management and financial administration.* Scientific management provides us work analysis of a job which is the key to modern job-classification. As a result of this analysis, the executive officer intelligently and precisely knows what he can and should expect from a worker. This provides him a yardstick to measure the work performed by a worker.

Similarly, scientific management helps an administrator run his business or organisation on sound financial lines. He knows the cost of each part of a job and thus he intelligently plans and avoids wastage and increases efficiency in service, thereby providing more satisfaction to his clients.

4 2 4 Rationalisation

Besides the rise of scientific management, the concept of *Rationalisation* came to prominence in the twentieth century. This can also be useful to libraries.

Rationalisation was taken resort to in Germany after its industries had collapsed after World War I. It is "the employment of all means of technique and ordered plans which serve to elevate the whole industry and to increase production, lower its cost and improve its quality."¹³ The main aim of rationalisation is "to raise the general level of prosperity by cheaper, more plentiful and better quality goods."¹⁴ It means the application of rational

methods *i.e.* methods based on plausible reasoning and sound judgment. The elements of Rationalisation include the following :—

1. *It is a comprehensive process.* It does not deal with a problem piecemeal. Rather, on the other hand, it treats the problem as a whole. It implies careful planning in all phases of production, distribution and labour problems. Its aim is to improve these, thereby ensuring better quality goods and services at lower costs.
2. *Macro application.* It approaches the problems of an entire organisation rather than any one of its units singly. It implies the elimination of wastage either by winding up uneconomic units or amalgamating the latter with other units with an aim to ensure greater efficiency.
3. *Standardisation.* Rationalisation involves standardisation of products, services and means & processes of production and distribution.
4. *Mechanisation.* Rationalisation achieves its aims by the application of latest discoveries and inventions. It does this by the use of improved mechanical devices.

4 2 4 1 Its Advantages

The main advantages of rationalisation may be the following :—

1. It ensures better utilization of resources/sources of production *i.e.* men, machines and materials.
2. It results in greater production of better quality goods and services.
3. The cost of production is lowered. Consequently, the prices are lowered. So the ultimate consumers are benefitted.
4. The employees secure higher wages or remuneration.
5. As a result of the above, the overall effect is economic stability and industrial cooperation.

4.2.4.2 Its disadvantages

Rationalisation is not without some disadvantages. It may suffer from the following :—

1. Danger of over production and consequent depression.
2. Monopolies may come up.
3. Weak and small units may face elimination.
4. Unemployment may spread.
5. The fruits of rationalisation can be reaped only if huge investment is made by installing latest and costly machines.

4.2.4.3 Conclusion

These disadvantages can be avoided only if rationalisation programmes are implemented with sincerity and confidence.

In India, though the Government of India and other entrepreneurs are aware of the utility of rationalisation, yet so far it has not been applied much mainly due to the lack of increased finances and skilled labour.

The principles of rationalisation can be applied to libraries also with profit.

4.3 Library Organisation Versus Library Administration

Library organisation and library administration are related to each other so closely that it becomes sometimes difficult to make a clear-cut distinction between the two. Even the well-known librarians, authors and examiners confuse these two important subjects. A newcomer to the profession feels bewildered. This confusion is evident from examination question papers of various universities. Due to their close relation and perhaps due to non-existence of clear-cut distinction between the two, in Library Science courses of various universities, especially of the West, these two subjects are combined into one paper.

But if we go deep into the matter, we shall come to the conclusion that these two subjects are quite different even though the distinction is very subtle. One starts where the other ends. One is

concerned with the laying down of theoretical principles whereas the other puts those principles into practice. The distinction between these two topics will become clearer if we define these two terms and find out their elements and functions respectively.

4 3 1 Organisation

Organisation is "the form of every human association for the attainment of a common purpose"⁷⁵ "Organisation is the design of the structure, the grouping of positions, which will best carry out the library's planned objectives."⁷⁶

Organisation involves the designing of the structure of authority, defining and classing of posts, their relationship with each other and ensuring proper co-ordination for achieving the objectives of a library.

According to Gaus, White and Dimcock "Organization is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through the allocation of functions and responsibilities. It is the relating of efforts and capacities of individuals and groups engaged upon a common task in such a way as to secure the desired objective with the least friction and the most satisfaction to those for whom the task is done and those engaged in the enterprise."⁷⁷

In other words, organisation means that :—

1. There should be a common objective of an institution ; and
2. All its members must subordinate their individual will to the common will. After the selection of proper staff, the directive function of the leader starts which is the province of administration.

Further, "Organisation implies the process of analysing into component parts and assembling the resultant units into a pattern for the attainment of the object in view."⁷⁸

"Organisation implies a structure of authority which requires a single directing executive authority and many workers. In setting up such an organization one must

1. Define the objectives of the organisation very clearly,

2. Elect the leaders or directors of the enterprise who lay down the general policy of the enterprise in terms of the objectives ;
3. Nominate the Managing Director or Chief Librarian whose task it is to see that the objective is realized ;
4. Determine the nature of the whole organizational framework, the number of specialized work units into which the task will have to be divided and the number of workers, as well as the various categories of workers required. Sub-division into sections, divisions or departments depends on the nature and extent of the task undertaken ;
5. Establish and perfect the structure of authority between the managing director and the various work departments ”⁷⁹

4.3.2 Administration

Administration involves the techniques by which the purpose of an organisation is fulfilled at minimum cost with minimum effort. Administration is, in fact, mainly concerned with the directive function through which an administrator unifies the efforts of all individuals engaged in an enterprise and guides their activities in the right direction. The administrator directs the energies of the personnel in the right channels so as to achieve the objectives for which the enterprise is brought into being, “Administration or direction is that function of management which actually executes or carries out the objectives for which the enterprise is organised. This function initiates the work to be performed, sees that personnel is fitted to the task, and trained to operate properly, and in general cases for everyday routine necessary to ensure that men, materials and equipment are functioning properly towards the desired end.”⁸⁰

Administration concerns with the following functions already explained in the foregoing pages :—

1. Planning ;
2. Organising ;
3. Staffing ;
4. Directing ;

5. Co-ordinating ;
6. Reporting ; and
7. Budgeting.

The following devices and methods are used by an administrator for performing the above-mentioned functions ;—

1. He provides for unity of management ;
2. He divides the whole organization into various departments ;
3. He delegates authority to various units ;
4. He finds out ways and means for proper co-ordination between various parts of the organization ;
5. He plans for keeping as limited span of control as is possible ;
6. He works as leader of the organization ; and
7. He arranges periodical staff meetings, conducts inspections and issues administrative orders from time to time for smooth working of the organization.

4 3 3 Distinction between Library Organisation and Library Administration

From the foregoing paragraphs, the functions of organization and administration are crystal clear and their distinction from each other can be stated as under :—

1. Organisation provides the structure of authority whereas administration actually uses the devices for achieving the objectives of an enterprise.
2. Organisation is “the machinery of administration, the channels through which the measures and policies of administration are put into effect.”⁸¹ Administration, on the other hand, “is concerned with the directive function exercised by the leader of an enterprise.”⁸²
3. An organisation comes first and administration follows it. In other words, there can be no efficient administration unless and until there is a sound organisation.

4. Administration starts the moment an organisation is established. A library is planned and established by utilizing organising capacities of planners. The administration of the library starts when the day-to-day working of the library is to be undertaken. In other words, by administration is meant the practical techniques used for getting the work done in various departments of the library.
5. Organisation involves the theoretical aspects of ensuring an efficient and sound establishment, whereas the administration applies various principles for attaining the objectives of the organisation.

The difference between organisation and administration is very minute. In fact, "both administration and organisation are merely the machinery for attaining an aim or objective."⁸³

50 Introduction

LIBRARY is a social institution charged with the function of preserving and disseminating human culture and civilization contained in the books. It is one of the important media for mass communication which is essential not only for continuance of the existing democratic institutions but also to encourage their growth and development in the future. A library can rightly be called an index to the human development in the fields of humanities, social, physical and biological sciences. This is a dispensing centre which provides facilities for mass communication necessary for the development of human personality. This can be achieved if the library provides necessary facilities to the people to attain proficiency in the fields of their specialization and to assimilate general knowledge. It serves as a centre for providing recreation which is vital for mental development, for enabling them to utilize their leisure time, for engendering in them love of books and humanity and to be an enviable medium for helping the all-round development of the community. In short, library is an agency which plays an effective role in the society so that a bright, brave and prosperous world comes into being.

An eternal faith has emerged out of the virtues of the printed word. That faith is that the basic values of our culture and civilization are dependant upon the library. It has been brought into being so that it may serve as a source of knowledge for keeping the citizens informed and vigilant. It is essential for a democratic set-up. A library is an institution by the society, for the society and of the society. As such, it must be run on sound lines so that it becomes a model for all the members of the society.

India, in the early period of history, though culturally was much advanced than even the modern advanced countries of the West like the U. K. and the U. S. A., yet the library practices and techniques of the modern age were absent. Western practices have very much influenced the modern library practices of India. One of these practices is the library government by committee system. Due to the emergence of democracy, the administration of public institutions was democratized. Besides the Central and State Governments, the democratic element was introduced into the local government sphere also. The library service, being a local service, was naturally provided by the municipal administration like other local services e.g. water, electricity, schools etc.

Another factor which helped the growth of this system was the enactment of the Public Library Act of England and Wales in the year 1850. It was of permissive nature and very few local authorities adopted it for providing library service. This system isolated one library from another and so no universal system of library government could be evolved. Individual library authorities continued to administer the libraries under different laws of the country. This phenomenon of variety can be found in the United Kingdom and the United States of America even to-day in the shape of conglomeration of various types of committees and boards. In spite of the enactment of Public Libraries Act for England and Wales, 1964 and many amendments made in the Library Laws of various States of U. S. A. the position has not changed very much. Another important factor which kept libraries aloof from other fields of knowledge was the desire to keep libraries away from the partisan politics so that these may serve a higher purpose *i. e.* the development of human culture. The reasons for the loosening of this ideology are not far to seek. The functions of libraries broadened gradually so that the libraries

might serve as storage places of knowledge to be disseminated to the masses and that they might get true and untainted knowledge. The librarianship gradually developed a professional sense as the libraries were organized by talented and qualified professionals and led by the professional associations. They launched a campaign to secure support at local, state and national levels.

5 1 Library Authority Versus Library Committee

The word 'authority' implies a person having power to do some thing. He is powerful enough since he has been authorised by a competent agency to do a certain job, such as Board of Trustees, Library Authority or Board of Management. On the other hand, 'a committee' means a body, consisting of certain persons, which is assigned a particular job. Such committees mostly supervise and advise the librarians in matters in which public participation is essential.) In case of book selection, for example, the demands of the readers are to be taken into account. As such a representative body of the people for whom the books are to be acquired is considered essential. Similarly, when funds are to be raised through the levy of rates and taxes, the people are associated actively so that the people themselves decide the rate of taxes to be levied and the quantum of money required for the library. These functions are best performed by a committee of persons who may be elected or nominated out of the people themselves. In England and other places, this distinction is kept alive by having two different bodies—library authorities represented by Local Government Bodies and library committees as either sub-committees or committees working under Education Committees or Library Authorities.

5 2 Why A Committee Government ?

The following are the reasons why committee government for libraries is popular now-a-days :—

1. The Librarian requires the committee to serve as a buffer agency and an interpreter of the needs of the library to the community.
2. It is a general belief that the Librarian alone should not carry the whole burden of a big institution like a library.

3. In the absence of a library committee, the librarian would find himself defenceless and unprotected.
4. In the absence of the committee, there may arise some financial troubles. The librarian, not being an elected representative of the people, cannot successfully appeal to the electorate for funds whereas the committee, being a representative body of the people, can successfully and convincingly appeal for more funds.
5. The committee can also be made an instrument of politics. In other words, the librarian, by putting his ideas into the minds of the committee members, can achieve a lot politically.
6. The committee members being laymen keep the Librarian at his guard at all times. Thus the librarian develops his personality as an administrator.
7. Since the library profession has gained its status very recently, it requires some support for some time more at least. Moreover, support cannot and will not come from any other quarters except from the library committee.
8. The committee assesses the financial needs of the library in accordance with the national library standards.
9. The committee following the national standards would appoint a competent librarian and would be able to assess the talents and professional qualifications of the librarian and his staff.
10. The committee ensures a better understanding between the readers and the library policies.
11. The committee, having strong voice, can easily convince the authorities and the public,)

5 3 Nature and Kinds of Library Committees

(Should the library committee be advisory in nature ? Should it be executive or administrative ? There is a variety of forms of committees. Now-a-days, fully qualified and expert librarians are available. As such the need for library committees is declining day by day, especially in university and research libraries.)

If we go deep into the history of library committees, we find the following kinds of committees :⁸⁴

1. Self-Perpetuating Committee.
2. Ad hoc Committee.
3. Nominated/Elected Committee.
4. Reporting Committee.
5. Recommending Committee.
6. Executive Committee.

5 3 1 The Self-Perpetuating Committee

The self-perpetuating committee is a creature of particular statute which establishes the libraries themselves. Such a committee has got the sole authority and is independent as regards the control and management of a library under it. It has not to report to any other higher body about its activities. In South Africa, such a committee exists by virtue of Cape Town Act 33 of 1893.⁸⁵ In the United States of America also we find such a committee.

5 3 2 Ad hoc Committee

An Ad hoc committee is a special committee for supervision and control of libraries. The Madras Public Libraries Act, 1948 provides for the appointment of such a committee. This committee is more or less independent and it has nothing to do with the Local Government Bodies. This committee is also called statutory authority committee. It has the advantage of being independent of politics. It takes decisions expeditiously. It can co-opt men of intellect and foresight. But sometimes it comes into clash with the Local Government Bodies which may hinder the work of such a committee by delaying the collection of rates and taxes. This committee serves as the library authority. Such a committee may also mean a 'special committee' for performing a special job.

5 3 3 Nominated/Elected Committee

A larger committee or an authority nominates or elects a smaller body for looking after certain bodies under it. It delegates certain functions to such a committee. State Library Committee under the Andhra Pradesh Public Libraries Act, 1960, under Chapter II, is an example of such a committee.

lays down clearly the powers of the library committees, which include the appointment of sub-committees, appointment or dismissal of employees, purchase of books and other kinds of materials, provision for heating, lighting etc. and framing of bye-laws.

5 4 2 2 Counties

In Counties of Scotland, under Education (Scotland) Act, 1946, the appointment of an Education Committee is essential. The specific powers are conferred upon the Education Committee under the said Act. These powers include the provision of books etc. and making them available to the research scholars and the adults of the area. The Education Committee must elect a library committee, as provided by Local Government (Scotland) Act of 1947.

P.L. (Scotland) Act, 1887, provides that in Burghs the library committee must have atleast 10 members but not more than 20. In case of Counties, as provided by L.G. (Scotland) Act, 1947, the majority of members of the Education Committee must be members of the County Council.

5 4 3 Northern Ireland⁶⁹

5 4 3 1 Urban Districts, Boroughs and Towns

According to the P.L. (Ireland) Act of 1855, in Urban Districts, Boroughs and Towns a library committee may be appointed and the powers delegated to it include the general administration and control of libraries. This committee is of executive nature.

5 4 3 2 Counties

According to P. L. (N. Ireland) Act, 1924, in Counties a library committee shall be appointed by the County Council. This committee is of recommending type since all its decisions need the approval of the County Council.

The library committees in the Urban Districts etc. may consist of members and non-members of the library authorities whereas the library committees of Counties shall consist of the Chairman and the Vice-Chairman of the County Council, members representing each Urban District, which is under the County Council for library purposes, and a Commissioner of the each Town (if library powers of the Town have been relinquished in favour of the County) and one representative of each Rural District. County Council will appoint

out of its members, an additional number of persons equivalent to the number of members representing each town, urban and rural district.

The County Library Authorities have been given the power to co-opt members from the Local Authority of the County in the ratio of one for each County, Urban District or Town concerned, which have relinquished their library powers in favour of the County Council.

5 4 4 India

Though no integrated system of public libraries is found for the whole of India, yet a start has been made in four States by the enactment of the Madras, Andhra Pradesh, Mysore and Maharashtra Public Libraries Acts of 1948, 1960, 1965 and 1967 respectively. The library committees did exist previously also but their composition, powers and functions were not definite until the enactment of the above mentioned Acts.

5 4 4 1 Library Committees under Madras Public Libraries Act, 1948⁹⁰

Under this Act, two kinds of committees *e.g.* State Library Committee and Local Library Committee, are to be appointed by the Government.

5 4 4 1 1 State Library Committee

A State Library Committee is to be constituted by the Government for the purpose of advising them on such matters relating to libraries which it may refer to it.

5 4 4 1 2 Local Library Authorities

Section 5 lays down that the Government shall, for the purpose of organizing and administering public libraries in the State, constitute Local Library Authorities, one for the city of Madras and one for each district. The former is to consist of 17 members out of which three are to be elected by the Corporation, eight to be nominated by the Government and the rest to be *ex-officio* Headmasters/Headmistress and Principals of high schools and colleges respectively in the city of Madras. The Local Library Authority of each district will

consist of ten members which are to be nominated by the Director of Public Libraries.⁹¹

A Local Library Authority may appoint an executive committee consisting of not exceeding seven members.

As provided in the Act, the Local Library Authority shall have the power to :—

1. provide suitable lands and buildings for public libraries ;
2. stock such libraries with books, periodicals etc.,
3. employ suitable staff ;
4. close or discontinue any public library ;
5. delegate to its executive committee any or all of its powers or functions under this Act.

5 4 4 2 Library Committees under the Andhra Pradesh Public Libraries Act, 1960⁹²

5 4 4 2 1 State Library Committee

Section 3 of the Act provides that the Government shall constitute for the purpose of this Act a State Library Committee. It shall consist of 23 members and the Minister of Education shall be its chairman. The Deputy Director (Now Director) of Public Libraries shall be its Secretary.

The committee shall advise the Government on all matters which may arise under the Act.

5 4 4 2 2 Local Library Authorities

Section 9 of the Act provides that the Government shall constitute Local Library Authorities, one for the twin cities of Hyderabad and Secunderabad, one for the district of Hyderabad (excluding the said twin cities) and one for each of the other districts. Each Local Library Authority shall have the responsibility of providing library service in its area. It shall consist of 15 members in case of the twin cities of Hyderabad and Secunderabad and of 10 members alongwith one member elected by the President or Sarpanch of a Village Panchayat in each taluka, in case of each district.

Such an Authority, as provided in Section 13 of the Act, shall have the following powers and functions :—

- (a) To provide suitable lands, buildings, furniture etc. for public libraries.
- (b) To provide such libraries with books, periodicals etc.
- (c) To employ library staff.
- (d) To shift or close a public library with the previous sanction of the Government.
- (e) To accept any gift or endowment for any purpose connected with its activities.

5 4 4 3 Library Committees under the Mysore Public Libraries Act, 1965³

5 4 4 3 1 State Library Authority

Section 3 of the Mysore Public Libraries Act, 1965 provides for the constitution of the State Library Authority. It shall consist of 16 members besides one person elected by the Syndicates of each of the Universities in the State. The Minister of Education and the State Librarian shall be its Chairman and Secretary respectively.

The State Library Authority shall advise the State Government on all matters connected with the administration of this Act. It shall also be the managing authority for the State Central Library.

5 4 4 3 2 Local Library Authorities.

Section 16 (a) and 17 of the Act provide for the constitution of City Library Authorities for cities and other urban areas with a population of more than one lakh. This authority shall consist of 11 members. The Mayor/President of the municipal corporation/committee shall be its ex-officio Chairman while the Chief Librarian of the city shall be its ex-officio Secretary. Sections 16(b) and 18 provide for the constitution of District Library Authorities—one for each revenue district area, excluding the area covered by a City Library Authority. A District Library Authority shall consist of 18 members besides one member elected by each municipal council/body in a district. The Deputy Commissioner of the district shall be its ex-officio Chairman while the Chief Librarian of the district

shall be its ex-officio Secretary. Section 29 provides for the constitution of Advisory Library Committees for each branch library and service station in a village served by travelling library service. Section 26 lays down powers and functions of Local Library Authorities. These include :

- (a) To provide suitable lands, buildings and furniture etc. for public libraries.
- (b) To provide such libraries with books, periodicals and other like materials.
- (c) To shift or close any public library with the previous sanction of the Government.
- (d) To accept any gift or endowment for any purpose connected with its activities. No gift or endowment of immovable property shall be accepted without the previous sanction of the State Government.
- (e) To provide lectures etc.
- (f) To acquire any other library with the consent of the concerned management and with the previous sanction of the Government.

5 4 4 4 Library Committees under the Maharashtra Public Libraries Act, 1967.⁹⁴

5 4 4 4 1 State Library Council.

Section 3 of the Maharashtra Public Libraries Act, 1967 provides for the constitution of the State Library Council. It shall consist of 28 members. The Minister and Deputy Minister for Education shall be the ex-officio President and Vice-President of the Council respectively. The Director of Libraries shall be its Secretary. The State Library Council shall advise the State Government on all matters connected with the administration of this Act.

5 4 4 4 2 Local Library Authorities.

Section 13 of the Act provides for the constitution of a District Library Committee for each district. The Committee shall consist of 10 members. The Chairman of the Education Committee of a

Zilla Parishad shall be its ex-officio President while the Educational Officer of a Zilla Parishad shall be its ex-officio Secretary.

For Greater Bombay, a separate Library Committee shall be appointed. It shall consist of 8 members. The Chairman of the Education Committee of the municipal corporation of Greater Bombay shall be its ex-officio President while the Educational Inspector of Greater Bombay shall be its ex-officio Secretary.

The functions of these Library Committees shall be :

- (a) To advise the State Government on all matters relating to the development of library service on proper lines in their jurisdiction.
- (b) To ensure that the prescribed functions of the public libraries are performed by them satisfactorily.
- (c) To perform such other duties as may be prescribed.

5 4 4 5 Executive Committees of Local Library Authorities.

An Executive Committee may be appointed by a Local Library Authority out of its members and any of the powers or functions under an Act except the power to levy library cess, to borrow money, to dispose of immovable property, and to pass the budget, accounts, and the audit and annual reports, may be delegated to it.

From the perusal of the above-mentioned provisions of the Madras, Andhra Pradesh, Mysore and Maharashtra Public Libraries Acts, it is evident that the appointment of Library Authorities at the State and local levels is mandatory while the appointment of executive committees of Local Library Authorities, which are in fact the library committees, is permissive in Madras and Andhra but it is obligatory in Mysore State. In the latter case, the appointment of a Finance Committee by each Local Library Authority is also essential. The powers or functions which can be delegated to such committees differ in both the cases. In the case of Madras Act, any or all the powers of the Local Library Authority can be delegated to such committees while under the Andhra Act, all the powers or functions cannot be delegated. There are some special powers *e.g.* to levy rates, to borrow money, to dispose of immovable property and pass budgets, accounts, audit and annual

reports, which cannot be delegated to such committees. The committees under the Madras Act are more powerful than those provided under the Andhra Act. In Mysore State, an Executive Committee shall be responsible for the executive functions of the Local Library Authority.

The power of cooption of members has been given to the State Library Committee under Andhra Act while it has not been provided under the Madras, Mysore and Maharashtra Acts. Similarly, the constitution, composition, powers and functions of the State Library Committee have been provided in the Andhra, Mysore and Maharashtra Acts while these have not been provided under the Madras Act. These have been provided in the Madras Public Libraries Rules, 1950. The tenure of office of the members of a State Library Committee and Local Library Authority shall be three years under all the four Acts.

5 4 4 6 U. S. A.

A Library Board may either be established by the State Law or by the City Charter or other charters of Corporations. The procedure to be followed is determined by its bye-laws. Generally, the strength of the Board is between five to nine members. They hold their office for five years but one-fifth of them retire every year.

Usual qualities which should be possessed by the members of the Library Boards/Committees may be as follows : 96-93

1. They should be willing workers.
2. They should be ready to attend regularly the meetings of the Library Committee.
3. They should not be very busy persons, otherwise they may not attend regularly the committee meetings.
4. They should be literary-minded persons so that other people take to reading by following the examples of their leaders.
5. They should be specialists in various branches of knowledge so that a wholesome wisdom is put in the Library Committee.

6. They should be social workers who take to this work with great interest and missionary zeal.
7. They should be trained in the governmental business procedures.
8. They should have a fair knowledge of the purposes and aims of libraries so that they may be able to fulfil these aims properly.

5 4 4 7 Appointment of Sub-committees.

There is a general practice that certain standing sub-committees are appointed for assisting the committee. A sub-committee, consisting of few members only, has got the advantage of scrutinizing minutely the details of each item on the agenda and the work is done expeditiously. It is so because long and unnecessary discussions can be eliminated. Unlike the committees, the sub-committees help to clear the work as these are not unweildy. These committees are generally of two kinds *i.e.*⁹⁷

1. **Pervasive Committees :** These are charged with the jobs generally assigned to all the departments. These Committees include Finance, Establishment and General Purposes Committees.
2. **Departmental Committees :** These are responsible for particular jobs only *viz.* housing, libraries, Cemtries etc.

Usually, sub-committees are concerned with the work of book selection, allocation of funds, checking of accounts and recommending the appointment of staff, etc. The reports of these committees are submitted to the Library Committees for discussion and final decision. This practice is very useful and is in consonance with the parliamentary system of government.

5 4 4 8 Delegation of powers.⁹⁸

It is well-nigh impossible for one agency to perform all the duties of a big office. Moreover, complete centralization is against the very spirit of modern democratic set-up. In the government departments certain powers are delegated to committees and sub-committees for ensuring smooth working. In other words, authority is split into various constituent parts.

The federal constitution of a country provides for two sets of powers, the one for the Federal Government and the other for the State Governments. Certain powers, originally belonging to a higher authority are delegated to lower authorities. The main policy guidelines are laid down by the higher authority. Legislative or executive powers are delegated to the lower units which are allowed to work out the details. In legislative fields, we find 'delegated legislation'. It means that a legislative body simply lays down the broad policy. Detailed rules etc. are left to the executive authority. In spirit, these rules must be in consonance with the broad policy. Similarly, when decentralization of powers is adopted in the executive sphere, the powers are said to be delegated. The powers are vested by a statute or an executive order to one authority. When that authority hands over certain powers to its lower units, that higher authority is said to have delegated certain powers.

(In the library sphere also, delegation of powers is possible. In case of an Executive Committee or Reporting Committee, the real powers are delegated by the library authorities to such Library Committees which are free to take decisions within the framework of the broad policy. All the powers except the following are generally delegated by the library authorities to the library committees :—

1. Raising of a loan.
2. Levying of rate/tax.
3. Raising the rate limit.
4. Concluding agreements with other agencies to combine the service units in order to effect economy and to avoid wastage of energies.
5. Deciding the appointment, suspension and dismissal of senior officials of the library.
6. Sanctioning new library service units.
7. Sanctioning the expenditure for new buildings.
8. Sanctioning new library plants.

All the delegated powers are incorporated in the standing orders file/register of the authority and the nature of the committee depends upon the extent of powers delegated to it. The Library Board,

however, cannot delegate the powers of supervising and controlling the library by delegating all of its functions to the librarian.⁹⁹ Secondly, the Board cannot delegate discretionary powers also which are vested by a statute exclusively to the Board.¹⁰⁰)

5 4 4 8 1 Advantages.

1. Library work is distributed amongst various technical persons, so better decisions can be expected.
2. Unnecessary delay is avoided because there is no red-tapism.
3. Unnecessary wastage of money, energy and stationery is avoided.
4. Precious time of the executive authority is saved which is otherwise wasted in taking decisions on every minute point which can easily be decided by the Library Committee.
5. The Library Committee is also made responsible for some important jobs and the members take interest in the work since they know that they have some real powers and that they can act effectively.
6. The delegation of powers ensures a thorough and on-the-spot insight into the real problems. The staff members can also put their viewpoint in a detailed manner to such an authority *i.e.* Library Committee.
7. The delegation of powers makes the Local Library Committee representative of and responsible to the local people. It can easily appreciate and ascertain the majority viewpoint of the people of the area. This makes the library a real community centre.
8. In view of (7) above, the Library Committee can encourage the local population to judge by themselves the increasing needs of the library. Thus the people willingly contribute a sufficient amount to meet the demands of the library.
9. In view of (8) above, the Library Authority can be saved from unnecessary criticism because the action taken by

the Library Committee will be more or less in consonance with the wishes of the general public.

5 4 4 8 2 Disadvantages.

In spite of the above-mentioned advantages which are sure to accrue to the Library Authority if it delegates some powers to the Library Committee, there are some disadvantages also as given below which can, however, be avoided if there is careful planning and a constant vigilance is kept over the acts of the Library Committee :—

1. Sometimes, the Library Committee to whom the powers are delegated, takes hasty decisions since proper scrutiny is not possible. Thus it may lower the prestige of the Library Authority.
2. The Library Committee being approachable may be influenced by interested parties and thus may not be able to arrive at an independent and impartial decision.
3. The Library Committee may be overwhelmed by the local feelings and larger interests may be endangered and sacrificed.
4. Sometimes, an area may lack really capable people and inefficiency may be the result.

All the same, the balance of opinion remains in favour of delegation of powers, so the Library Authorities should delegate most of the powers to the Library Committee and train the people in democratic governance.

5 4 4 9 1 Powers and Functions of the Library Committees.

Powers and functions of a Library Committee, vary according to its nature. In case of an Executive Committee, the powers and functions and responsibilities will be increased whereas in case of a Recommending Committee, these will be lessened to a great extent. In spite of these variations, there are some general functions which must be performed by a Library Committee. Almost all the proposals for discussion at the Library Committee meetings are

put forth by the Librarian who generally acts as an *Ex-officio* Secretary to the Committee, These functions relate broadly to the following items :

1. Library Building.

A Library Committee should ensure that a library building is functional and modular if proper library services are to be provided to the readers. It must provide natural light and air and it must be hygienic. The building should be situated at a central place of the city or town in question, so that readers may have easy access to the library. Necessary arrangements should be made for the proper maintenance of the library building.

2. Library Furniture and Fittings.

The next important function of a Library Committee is to ensure that adequate, proper and cosy library fittings and furniture articles are made available in the library. Only standard furniture articles should be provided so that in future any number of identical articles may be added without any dislocation or wastage of money or space.

3. Library Staff.

A Library Committee should employ qualified and adequate staff for the library so that standard library services are provided to the readers. The Library Committee should keep in mind accepted norms for fixing the number of staff members and their salary scales, with sufficient opportunities for promotion so that the staff-members stay there for a fairly long time.} In this manner, the library can be properly developed. In the United States of America, the American Library Association lays down certain norms for these purposes. In India, influenced by Dr. Ranganathan the University Grants Commission and the Advisory Committee for Libraries, Government of India, have laid down certain basic principles and formulas which if adhered to strictly will encourage the intelligent and capable persons to enter the profession and will also infuse enthusiasm in the existing library personnel and they will put their best in order to provide best services.

4. *Library Finance and Book Collection.*

A Library Committee should provide enough funds for purchasing the basic book collection and for adding latest books in a library. (The nature of the collection should be suitable for the community to be served, otherwise libraries will become stagnant pools.) It should appoint a sub-committee to serve as Book Selection Committee so that the lists of books are thoroughly scrutinized to avoid the purchase of undesirable books) For this purpose, the members of this Sub-Committee should be experts in various fields of knowledge who keep themselves in touch with the growing literature. If proper persons are not available from within the Library Committee, certain experts may be co-opted for this purpose.

5. *Library Rules.*

A Library Committee should frame a set of library rules which are not rigid but are flexible and suit the needs of the readers. Efforts should be made to have as few and simple rules as possible. No monetary obligations should be put on the readers.

6. *Library Accounts & Audit.*

A Library Committee should provide a proper machinery for checking the library accounts. It may appoint an Accounts Sub-Committee for auditing the accounts.

7. *Library Acts and Rules.*

A Library Committee should keep the Library Acts and Rules up-to-date. Redundant provisions should be got deleted and necessary amendments should be suggested so that the Acts and Rules are in consonance with the current philosophy of library service.

8. *Standard Library Service.*

A Library Committee should put in its best efforts to secure full coverage and standard library service in all the localities under its jurisdiction by opening new branches and by providing better and more books and staff members.

9. *Library Co-operation.*

A Library Committee should find out ways and means of securing co-operation between various branches within a locality and between other authorities especially educational ones.

10. *Library Policies.*

It should lay down a policy for the guidance of the Librarian for the general day-to-day administration of the library.

5 4 4 9 2 Librarian *vis-a-vis* Library Committee

A Library Committee is responsible for policy-making and the Librarian is to implement this policy faithfully by working out details which should, nevertheless, be within the frame-work of the general policy laid down by the Committee. The Librarian remains in office during the pleasure of the Committee. So he should be careful in carrying out the decisions of the Committee. No mutilation or quibbling should be allowed in the implementation of the decisions of the Committee. The Librarian should prove himself as a reliable guide to the Committee for transacting the business of the Committee meetings. The Librarian generally acts as the Secretary to the Committee and it is his duty to prepare the agenda for the Committee meetings by giving facts of each item. It is the Librarian who generally issues the meeting notices and keeps the minutes of the Committee meetings.

The Librarian is the Chief Executive of the library and he, as such, should have full control over the staff. The Committee should not interfere in the internal working of the library except through the Librarian. If some information has to be got from the library, the Committee should ask the Librarian to provide the same. If any staff member feels aggrieved, he should not be allowed to approach any Committee member otherwise the discipline of the library will be spoiled and normal working of the library will become impossible. The Librarian should take proper care for the safe custody and proper use of the library reading materials, and if anything goes wrong, he should immediately report the same to the Committee. He should take proper steps in this direction. In other words, the Librarian should keep the Committee well-informed about the day-

to-day happenings in the library in the form of periodical reports. He should not try to hide the facts from the Committee. Rather, he should try to win the confidence of the Committee. He should try to fix library visits of the Committee members so that the Committee gets a first-hand knowledge of the working of the library. He should show them round all the sections and departments, especially those where the work is performed 'behind the scene' so that the members come to know the essential processes through which the books have to pass before these are ready for use.

The Librarian should tender proper advice to the Committee on various matters. These include the repair of buildings, fittings and furniture and other plants, provision of new services alongwith their financial implications, preparation of the annual budget and *annual report etc.*

The Librarian should consult the Chairman of the Library Committee on all matters and should avoid to develop personal relations with few Committee members only, otherwise other members out of jealousy might create troubles for the Librarian. If any member wants some special privileges, he should be requested politely but firmly to get the prior sanction of the Committee. Minor privileges should be provided to the Committee members. The Librarian should try to be above-board. He should provide all the facts when the Committee wants to investigate into some case, otherwise the Committee might suspect his *bona fides*.

The Librarian being the employee of the Committee should try to assist the Committee to discharge its duties properly. On the other hand, he should not lick their shoes for certain privileges but should ask for legitimate help from the Committee as and when required.

Powers and functions of Librarian may be classified as under :—¹⁰¹

1. Powers expressly conferred by a statute, a charter or valid by-laws. These are called express powers.
2. Powers conferred on particular officers or agents by resolution or other express act of the board of directors, where

the powers are subject to delegation by the board. These powers are also classed as express powers.

3. Powers incidental to the express powers.
4. Apparent powers.
5. Inherent powers which may also be called apparent powers *i.e.* powers apparent from the very nature of the office.
6. Powers conferred by custom or usage.
7. Powers arising in cases of emergency.

5 4 4 9 3 Library Committees in India

In India, the Library Committees are of advisory type especially in academic institutions such as colleges and universities. These are merely concerned with the book selection work. In Colleges, institution of Lecturer Incharge of Library is found, the genesis of which can be traced to those days when the librarians were untrained. The library service was given much importance. It was put under the supervision of a senior teaching staff member. The Librarian was considered merely a clerk in those days and it was, perhaps, desirable to have such aprovision.

But now the conditions have changed. Trained and well-qualified librarians are manning the libraries. There is no need of providing a Lecturer Incharge of Library. Instead of this institution, a regular Library Committee should be provided. It should have advisory functions in order to improve the library service. Its main function should be to help the book selection work of the library—besides recommending other improvements in the library services. The Librarian should be considered as an important person for fulfilling the educational programmes. He should be associated with all the activities of the college. He should be called to the staff meetings regularly.

(In Indian Universities, there is generally a provision for a Library Committee which consists of the Heads of various Teaching Departments of the University. Their elaborate powers and functions are detailed in the relevant Statutes. In practice, this

institution of Library Committee is found on paper only. No real work is done by it. It meets very seldom. This institution should be revived and the following functions should be allotted to it :—

1. Allocation of book funds to various subjects.
2. Framing and suggesting amendments to the library rules.
3. Assessment of the library services provided by the library.
4. Suggesting improvements in library services.

(The appointment, suspension or dismissal etc. of the library staff should be left to the Executive Body of the University since now-a-days the University Librarians have the rank of full-fledged Professors or Readers. The Committee should be of an advisory nature. It should suggest improvements in the service. The book selection work should be left to the Heads of various Departments and the Librarian. The posts of Professor-incharge of University Libraries should be abolished which are still found in many Indian University Libraries.)

(In Public Libraries, the Library Committees are of purely advisory nature since these are concerned mainly with the sanctioning of the book grants for the purchase of books for the library. But this power should not be given to this Committee only ; rather it be delegated to the Librarian to such an extent that the Librarian is capable of meeting the urgent demands of the readers. The Committee meetings should be held frequently, say fortnightly, so that latest books can be acquired without delay)

5 4 4 9 4 Library Committee Meetings.¹⁰²

[The Library Committee is generally nominated or elected by the Library Authority annually out of its own elected members. Some Library Acts provide that the Library Committees shall be appointed whereas some other Acts make their appointment permissive. But it is a legacy of the past to appoint Library Committees. These Committees meet either monthly or at longer intervals, as the case may be. The business of the Committee is transacted in the following manner :]

It is necessary to have a steward to run an institution. Similarly, it is essential to choose some person with the qualities of a leader for guiding a band of library workers. To conduct a meeting, there must be some presiding officer. Before any other business is conducted by the Committee, a Chairman is elected by its members provided there is no ex-officio Chairman. In order to ensure smooth working, a Vice-Chairman is also elected, who presides over the meetings of the Library Committee in the absence of the Chairman. The sub-committees, both standing and special, are appointed.

As already pointed out in the foregoing paragraphs, the Librarian generally serves as the Secretary of the Committee. He sends the notices of the meetings to the members. It is customary with some Library Committees to lay down standing instructions for holding Committee meetings e.g. the meeting of the Library Committee will be held at 9-00 A.M. on the first Monday of each month. This direction saves lot of botheration and time of the Librarian. The matters to be considered at the meetings should be clearly listed in succinct words and the relevant files should be kept at hand by the Librarian. The Librarian should always discuss the agenda with the Chairman before it is issued to the members. This procedure will avoid untoward incidents.

5 4 4 9 4 1 Agenda.

The Agenda should provide for the following items :—

1. Minutes of the Last Meeting.

Generally the first item on the agenda is the minutes of the last meeting, which are the faithful description of the decisions taken by the Committee in its last meeting. It is presented in the next meeting for having formal approval of the Committee. This is essential to avoid untoward situations since sometimes a decision might be misinterpreted by the Secretary. It is read by the Secretary. When it is formally approved by the Committee, the Chairman appends his signatures to it. These minutes, thus, take the shape of final decisions. This procedure is sometimes criticised on the ground that it delays the implementation of the decisions of the Committee since these remain pending for want of its formal sanction until its next meeting. In the alternative, it is better if these minutes are confirmed by the Chairman himself alone after two or three days of the holding of the Committee meeting and the

decisions are implemented. (If it is the first meeting, then as already pointed out, the first item on the agenda would be the selection of the Chairman and Vice-Chairman and the appointment of the Sub-Committees.)

2. List of Books for Approval.

The Librarian submits a list of books to be purchased for the library. If there is a Sub-Committee on Book-Selection, which is of a recommending type, the Librarian invariably submits to it such a list for its approval and gets it sanctioned by the Library Committee before formal orders for purchase are placed. If such a Sub-Committee is of reporting type, then the Librarian gets its approval and presents a report to the Library Committee for its information.

3. Purchase of stationery and other equipment.

The Librarian submits a detailed list of requirements, generally for the whole year, for the approval of the Library Committee. If the articles are costly, a comparative statement of rates is provided. The Committee, after considering it, gives its approval or disapproval.

4. Bills

The Librarian submits bills of various articles to the Committee for its approval. After discussion, the bills are duly signed by the Chairman and are, thus, passed for payment.

5. Estimates of heavy plants or alterations in the building

The Librarian in consultation with the engineers and other specialists presents the estimates for the purchase of certain appliances required for the library and for major alterations in the library building for the approval of the Library Committee. The Committee gives its approval or disapproval or modifies the proposal.

6. Raising of loans

The Librarian puts forth proposals for raising of loans so that the sanctioned projects may be completed without any hindrance. The Librarian presents the true picture of the financial position of the library.

7. *Estimates for the provision of additional services and staff or opening of new branches.*

Estimates for additional services and staff are presented by the Librarian in the form of additional or supplementary grants which are usually accompanied by explanatory notes.

8. *Librarian's Report*

The Librarian, in order to shift his responsibility onto the Committee and to keep it informed, presents a monthly report about the working of the library during the previous month. This progress report contains generally the following items :—

A. *Staff*. The Librarian informs the Committee about those staff members who during the previous month either were on leave or tendered resignation or were suspended or were dismissed or were otherwise deputed to work in various branches of the library.

B. *Services : (i) Technical*. The Librarian in a tabular form informs the Committee about the progress of the technical work. It includes the number of books accessioned, classified, catalogued etc. during the month and the balance at hand at the beginning of the current month.

(ii) *Readers' Services* ; The Librarian presents in a tabular form the following items as these stood at the end of the month under report :—

- (a) Total number of library members, mentioning clearly the number of new members and the number of members who forsook their membership.
- (b) Number of books issued and returned.
- (c) Subjectwise record of the books issued.
- (d) Statement of accounts which provides the total income and expenditure of the month under report. All monetary transactions are to be supported by plausible reasons and explanations. These details should include, on the revenue side, the overdue charges, endowments, rents and amounts received for replacement of lost books etc. On the side of expenditure, the items should include the expenditure on books, periodicals, staff and other miscellaneous items.

- (e) Library's achievements should be brought to the notice of the Committee. If new features had been introduced, the reactions of the readers in this behalf should be reported to the Committee.
- (f) Shortcomings should also be brought to the notice of the Committee. These should be accompanied by detailed reasons and possible remedies.

All the proposals, after being sanctioned by the Library Committee, are forwarded to the Accounts Sub-Committee/Establishment Sub-Committee—a Sub-Committee of the Finance Committee, before these are finally sanctioned by the Library Authority. These two Committees are really very powerful and progress or regress of the Library depends upon the recommendations of these two Committees. Suppose, the Accounts Sub-Committee reports that there are no funds available to implement a certain decision of the Library Committee, the relevant decision of the Library Committee is at least temporarily put in abeyance, if not totally abandoned.

5 4 9 4 1 1 Specimen of an Agenda

While sending an agenda for a Committee meeting, care should be taken to supply the members all the requisite information about the items on the agenda so that the decisions are arrived at expeditiously and properly. In this way, undue and unnecessary discussions can be avoided. This can be ensured if explanatory notes on each item are attached with the agenda paper. The agenda consists of three documents *i.e.* a forwarding letter in which the members are informed regarding the time and date and venue of the next meeting of the Committee. Through this letter they are requested to attend the said meeting. A specimen of a forwarding letter is given below :—

CENTRAL PUBLIC LIBRARY, DELHI

No.....

Dated.....

To

Shri A.B. Singh,
3456, Street A,
Chandani Chowk,
Delhi.

Sub : AGENDA FOR THE MEETING OF THE LIBRARY
COMMITTEE OF THE CENTRAL PUBLIC
LIBRARY, DELHI, TO BE HELD AT 4 P.M. ON
15TH MARCH, 1969, IN THE TOWN HALL, DELHI.

Dear Sir,

I am glad to inform you that the next meeting of the Library Committee of the Central Public Library, Delhi will be held at 4 P.M. on 15th March, 1969, in the Committee Room on the 1st Floor of the Town Hall, Delhi. The agenda of the meeting, along-with the explanatory notes on each item, is sent herewith. You are cordially invited to attend the said meeting.

Kindly acknowledge the receipt of this letter.

Yours faithfully,
(Signature)

Secretary, Library Committee.

The second document which forms part of the agenda is the 'agenda proper'. It consists of the items which are to be discussed in the meeting. The items are noted down in seriatum in brief, precise and clear words. No ambiguity should creep in the language of the items. The items should be written in the form of proposals without any commitment or prejudice. A specimen agenda is given below :—

AGENDA OF THE MEETING OF THE LIBRARY
COMMITTEE OF THE CENTRAL PUBLIC
LIBRARY, DELHI, TO BE HELD AT 4.00 P.M.
ON 15TH MARCH, 1969, IN THE
TOWN HALL, DELHI.

1. Minutes of the last meeting (Appendix 'A').
2. Report of the Librarian for the previous month (Appendix 'B').
3. To consider the proposal to raise the rate of overdue charge from 3 P. to 6 P. per day per book returned after due date.
4. To consider the proposal 'to send books by pre-paid post to readers residing outside Delhi'.
5. Any other item with the permission of the Chairman of the Library Committee.

(Signature)

Secretary, Library Committee.

APPENDIX 'A'

A meeting of the Library Committee of the Central Public Library, Delhi was held on 15th February, 1969 in the Town Hall, Delhi. The following were present :—

1. Shri A.B. Sen. (In the Chair).
2. Shri B.K. Sikand.
3. Shri S.S. Anand.
4. Sh. T.C. Jaswal.
5. Sh. A.C. Miglani, (*Secretary*).

The following decisions were taken :—

1. The minutes of the last meeting were read out by the Secretary and were duly approved by the Committee.
2. The proposal to enrol as members those persons who reside at places outside Delhi was considered. It was decided

to enrol them as special members provided they deposited a refundable cash security of Rs. 20/- or furnished a Guarantee from a person who might be a Municipal Councillor or a Gazetted Officer, or Head of an institution, as the case may be.

3. The proposal to introduce the double shift in the library was discussed. It was decided to postpone the same until the next financial year.

Sd/-
Chairman,
Library Committee.

Sd/-
Secretary,
Library Committee.

APPENDIX 'B'

Report of the Librarian, Central Public Library, Delhi, for the period 15th February, 1969, to 14th March, 1969.

The Librarian reports as under for the information of the honourable members of the Library Committee that :—

1. Two hundred new members were enrolled during the period under review. Thus the total number of members increased to 1552.
2. A new programme of extension lectures was initiated and two such lectures were delivered by two eminent speakers viz. (1) Chairman, National Book Trust, Delhi, (2) Minister of Education, Government of India. The themes of their lectures were respectively as under :—
 - (1) Importance of books in the life of a nation.
 - (2) Place of Libraries in Education.

The summaries of their lectures were prepared and sent to the press for publication.

3. A new feature i.e. publication of the 'Weekly list of additions to the library,' was introduced in the library in order

to help the readers inculcate the habit of reading and to keep them in touch with the latest publications received by the library.

(Signature)
Librarian,
Central Public Library, Delhi.

**NOTES ON THE AGENDA OF THE MEETING OF THE
LIBRARY COMMITTEE OF THE CENTRAL PUBLIC
LIBRARY, DELHI, TO BE HELD ON 15TH MARCH, 1969,
AT 4 P.M. IN THE TOWN HALL, NEW DELHI.**

- Item No. 1. A copy of the minutes of the last meeting is attached per Appendix 'A'.
- Item No. 2. A copy of the Librarian's report is attached per Appendix 'B'.
- Item No. 3. It has been reported to the Librarian that the readers did not return the books in time and they considered it better to keep the books beyond the due date. They returned these only when the readers almost left the city. The Librarian considers that if the rate of overdue charge is raised from 3 P. to 6 P., he expects that most of the readers will return the books in time.
- Item No. 4. The Librarian has received many suggestions from the readers residing outside Delhi for allowing them to borrow books on Inter-Library-Loan and that nothing should be charged from them because the library was primarily meant for the use of books and other materials without any charge. The Librarian is of the opinion that a provision such as given above would be instrumental in bringing home to the people at large the importance of the library.

(Signature)
Secretary, Library Committee.

6 0 Definition of personnel administration.

PERSONNEL administration implies a process of getting the best out of the employees of an organization by means of judicious selection, tactful dealing and by seeking their replacement ; if necessary. It, in other words, means the vouchsafing of efficiency with least friction and wastage of energies. Personnel administration is 'the direction and co-operation of human relations of any organization with a view to getting the maximum necessary production with a minimum of effort and friction and with a proper regard for the genuine well-being of workers.'¹⁰³ Administration is the art of getting things done through people. It would be far better if it is got done through their co-operation and goodwill.

'The activity which directs human resources into a kind of dynamic organization which accomplishes its goals through provision of opportunities for maximum individual contribution under desirable working relationships and conditions ; it includes selection,

allocation, utilization and development of employees, as well as improvement of working conditions to obtain maximum productivity and efficiency under specifically emphasized consideration for individual and human elements."¹⁰⁴

For proper personnel administration, a dynamic organisation is essential. Healthy working conditions for the workers, and maximum output without any friction and wastage of energies are to be ensured. Individual and human elements are taken into consideration while laying down conditions of work. The personnel administrator always strives for the improvement of the qualifications of the staff members so that they become instrumental in ensuring increased and improved production and output.

6 1 Personnel administration in libraries.

6 1 1 Definition

"Personnel administration is concerned with but two components: personnel, which means people and administration, which means responsibility for accomplishment. Combined, the two components indicate achievements of purposes of the library through its human resources rather than through its operational, mechanical or financial elements. The two together also determine the objectives of personnel administration, of which there are two, both equally important:—

1. To secure, retain, utilize, and develop an adequate staff by which to carry on efficiently the operations of the library.
2. To help fulfil the aspirations and capabilities of the individuals who compose the staff."¹⁰⁵

An adequate and proper staff accompanied by responsibility is essential for efficient library administration.

"Both institutional management in general and library administration in particular are problems of personnel. The major personnel problems in libraries are not primarily library problems at all, but the old familiar problems of all administration and organisation."¹⁰⁶ The proper channelization of energies of the workers by allotting them suitable jobs is the keynote of a good policy of a personnel administrator. "No library can render effective service without adequate and competent personnel. The library's unique function of serving

as the one unbiassed, non-partisan bureau of information for the people, calls for personnel of the highest competence and integrity....."¹⁰⁷

6 1 2 Aims of Personnel Administration.

1. *Optimum output.*

The aim of personnel administration is to maximise output and profit. It is achieved by securing optimum contribution from the staff employed in an institution/library.

2. *Development of workers' capacities.*

Personnel administration helps the workers develop their capacities to the maximum so that they contribute maximum to their institution. This is secured by enabling the workers to derive maximum satisfaction from their work.

3. *Development of team spirit.*

Personnel administration strives to develop *esprit de corps* amongst the workers. They are made to feel that they, as a group, have achieved their goal.

4. *Continuous vigilance.*

Personnel administration is of continuous nature. "It cannot be turned on and off like water from a faucet ; it cannot be practised only one hour each day or one day a week. Personnel management requires a constant alertness and awareness to human relations and their importance in every day operations."¹¹⁰

6 1 3 Importance of Personnel Administration

It is men who run an organisation. It is they who convert materials into salable commodities. The energies of these men are to be channelised in right directions. Who does it ? Does it happen automatically ? Who coordinates the work of various workers of an organisation ?

Undoubtedly, these functions are within the purview of a personnel manager. He is an indispensable person in an organisation. "The nearest analogy is in the human body. Personnel management is not the brain, the controller, nor only just a limb, a

member, not yet the blood stream, the energising force. But it is the nervous system. It is a line channel, not just a duct, and in some respects has automotive force. It is used in enemy action ; if it atrophies, partial paralysis results ; if it gets out of balance, there issues instability, chaotic action, disequilibrium which can be found in all stages of advancement, in close parallel with neurosis. But, above all this, it is inherent in the whole body and intimately associated with its every movement. The nervous system can never be thought of as an adjunct of the body—no more can personnel management be an extraneous or superimposed element on the structure of organisation. The personnel function lies embedded in the structure, is inherent in the dynamism of that structure, an integral part of the process of management itself.”¹¹

6 1 4 Functions of Personnel Management

Personnel management is a staff function. It is advisory in nature. It recommends, cooperates and counsels. These responsibilities may take the form of the following activities :—

- (1) the formulation of policy and development of plans ;
- (2) staffing, which includes discovering, securing, selecting and placing manpower ;
- (3) controlling working conditions in order to develop and effectively utilize the services of personnel on the job ;
- (4) providing various services to employees, seeking thereby to encourage self-improvement and increased efficiency ; and
- (5) review and appraisal, including the maintenance of personnel records and personnel research.”¹²

A successful personnel manager must possess

- “1. A keen sense of justice ;
2. Interest in people ;
3. Judgement and commonsense ;
4. Courage ;
5. Sales ability ;
6. Unselfish point of view ;

7. Tact and diplomacy ; and
8. Power of analysis."¹¹³

He needs these qualities in order to

- "1. Advise the higher command on matters of personnel policy ;
2. Advise and cooperate with the executives ;
3. Act in salary determination ;
4. Direct Personnel Department efficiently ;
5. Represent company in employee activities ; and
6. Render personnel service to employee."¹¹⁴

The functions of personnel management may be grouped under the following broad headings :—

1. Job Analysis
2. Job Evaluation
3. Staffing
4. Recruitment and Selection
5. Tests
6. Placement
7. Induction
8. Training
9. Wage and salary administration

6 1 4 1 Job Analysis

The first and foremost function of personnel management is the job analysis. It involves the analysis of the contents of each job to be performed in an institution. "Job analysis finds out what is to be done and determines the best method of doing it.....and the qualifications required of a worker to be able to do the job satisfactorily."¹¹⁵

The data to be obtained should be comprehensive and reliable. It should be accurate. The data should include : the specific activities, responsibilities, special information needed by the employee,

how of the work to be performed, working conditions and physical demands.¹¹⁶

The data on jobs can be collected from the concerned employees, their supervisors and professional job analysts. The job data about methods may be obtained from the employees through questionnaires, interviews, discussion and observation.

6 1 4 1 1 Advantages of Job Analysis.

Job analysis is basic to manpower management. It has the following advantages :—

1. It defines labour needs in concrete terms.
2. It specifies the duties and responsibilities implied in each job.
3. It, thus, assists in organisation planning and provides coordination. ".....the principle of effective correlation assumes special importance in library administration, as the library has to work on all days and for long hours as the service rendered by the library has to be characterised by an extraordinary degree of promptness and exactness, and as the nature of book is such that accuracy of the highest order is necessary in handling them and in dealing with the various records connected with them at different stages and in different sections But proper coordination may mean an increase of staff and proper work, which may easily appear and still more easily be condemned as extravagance or red-tape ; but the test of economy lies further along the line, as to whether improved administrative correlation is finding expression in over-all increased efficiency in point of quantity or quality or both."¹¹⁷
4. It helps in determining job opportunities available in each type of organisation. It spells out the types of workers required for each job. Further, it provides guidelines for providing facilities for education and training of right type of personnel for each type of business or industry etc.
5. It provides a scientific base for fixing wages and salaries of various types of jobs and employees because it takes into

account the mental and physical skills, efforts and risks involved in each type of job.

6. It helps experimenting modern devices like time and motion studies which are instrumental in increasing overall efficiency and productivity.

6 1 4 1 1 Job Description

Job Analysis leads to Job Description which implies the recording of the following data concerning each job analysed :—

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

The purpose of job description is to identify a job. It is served by providing an identifiable descriptive title to each job or part of it. This description includes :

1. "Supervision received—type and degree.
2. Supervision or direction provided and to whom.
3. Clear description of duties.
4. Indication of frequency of duties carried out".¹¹⁸

6 1 5 Job Evaluation

6 1 5 1 Elements of Job Evaluation.

Job Evaluation means job-rating. By it the value of each job is specified vis-a-vis another job or a group of jobs. This is, perhaps,

an objective method of measuring the value of a particular job. This process may imply the following essential steps :—

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

6 1 5 2 Methods of Job Evaluation

A job can be evaluated in following ways :—

6 1 5 2 1 Job classification or checklist method.

This is a traditional method of job evaluation. Under it, the job structure is divided into three or four classes e.g. class I, class II, class III and class IV jobs. This system is found in Government offices. Class I jobs are ranked as the highest while class IV jobs are the lowest in the structure. Class II jobs are intermediary and the holders of these jobs are considered as junior officers as compared to class I officers. Class III jobs are non-officer or clerical in status. This classification is based on the kind of work to be performed and the responsibility involved in the work. The jobs are given on the basis of qualification, experience and common sense of the candidates. This system is not based on scientific principles.

6 1 5 2 2 Job ranking or grouping method.

According to this method, jobs in an organisation are arranged in an order, namely from the most complex to the simplest or vice versa. It does not take into account the value of jobs. Only broad qualities necessary for a group or all of the jobs are considered. So this method does not provide any useful or reliable information about an individual. In smaller organisations, this system may be of some use.

6 1 5 2 3 Factor comparison method.

This system presupposes that each job has some essential prerequisites and conditions. The wage or salary of each job is

fixed by taking these factors into consideration. The following factors, with, however, minor changes, may be found in almost all jobs of an organisation :—

- (i) *Mental requirements i.e.* whether a job consists of counting, calculation, or mere copying.
- (ii) *Physical requirements i.e.* whether the job implies heavy or light physical labour/work.
- (iii) *Skill i.e.* capability to grasp and communicate.
- (iv) *Responsibility i. e.* for physical plant, safety of persons employed in the organisation.
- (v) *Working Conditions i. e.* climatic, and atmospheric conditions of the place of work having bearing upon the health of the workers.

Few key jobs are selected and their remuneration rates are determined. Monetary remuneration is then fixed for each of the five factors listed above. All other jobs are fitted into the scales obtained for the key jobs. Like key jobs, their remuneration is also fixed by taking into account these five factors.

6 1 5 2 4 Point System

In this system, relevant factors of each job are found out. Each of these factors is assigned points. These factors include (1) skill (2) effort (3) responsibility and (4) job conditions. Each of these factors is sub-divided into eleven sub-factors as follows :—

1. Education	}	Skill.
2. Experience		
3. Initiative and Ingenuity		
4. Physical demand	}	Effort.
5. Mental or visual demand		
6. Equipment or Process	}	Responsibility.
7. Material or product		
8. Safety of others		
9. Work of others		

to attain such knowledge. agility or tardiness, and attendance or absence from work.

2. *Factors remotely connected with the work e.g. loyalty to the institution, personality and spirit of co-operation.*
3. *Factors unconnected with the work e.g. hereditary background and his prodigality or thriftiness.*

Before final merit is established, each factor is subdivided into degrees and points are assigned to each such degree or grade :

Any of the above-mentioned methods may be used in libraries with necessary adjustments. Some adjustments and modifications are essential while rating jobs in different kinds of libraries. However, in order to vouchsafe uniform and systematic rating by supervisors, to get reliable and permanent record of each worker and comparative data for guiding selection of personnel, a formal plan must be provided.

6 1 5 3 Its Advantages.

1. For determining the relative value of jobs and their remuneration rates, job evaluation equips an employer in an objective way.
2. In view of (1) above, the employee-employer disputes over wages or salaries etc. are reduced to the minimum.
3. Job evaluation is a useful tool for taking decisions about transfer, promotion, hiring or placement of employees in an organisation.
4. It also provides an administration with a workable organisation and structure of authority alongwith corresponding rights and obligations and responsibilities.

6 1 5 4 Its Limitations.

1. Job evaluation cannot be foolproof. Rating or judgment is bound to differ at the hands of different raters. Even the same person may not have the same judgment at all times.

2. Competent valutors are not easily available.
3. Job evaluation is a complicated affair.
4. There is no absolute correlation between a job and its performer.
4. No one evaluation plan is applicable to all institutions.
6. Job evaluation does not take into account the labour problems in monopolistic or capitalistic societies.

6 1 6 Staffing.

Staffing means putting a right person at the right job. This is a vital function of personnel administration. Actual recruitment is preceded by job analysis, job description, job specification, class analysis, fixing the number of each kind of job its qualifications and salary scale.

6 1 6 1 Class Analysis.

In a library we may classify jobs into Professional—Senior and Junior, Semi-Professional, Clerical or Secretarial and Unskilled. Each of these jobs may be further divided into grades or classes as under :—

I. Professional.

A. Academic Libraries.

1. India.

- (i) Professional Senior (Professor's Rank)
- (ii) Professional Senior (Reader's Rank)
- (iii) Professional Junior (Lecturer's Rank).
- (iv) Senior Professional Assistant (Asstt. Lecturer's Rank).

2. U.S.A.¹¹⁹

There is no clear-cut gradation of professional posts applicable to all academic libraries, especially university and college

libraries. The only requirement for a professional is that he has a graduate degree from an ALA accredited library school.

However, the library staff consists of two categories of employees *i. e.* (1) professional librarians performing duties of educational and research nature, requiring professional training for competent performance ; and (2) clerical and other non-professional or sub-professional personnel who will be responsible for elementary, routine, and mechanical tasks. The classification of professional posts is found as follows :—

(a) University of California

(i) Librarian I	: Entry Professional level.
(ii) Librarian II	: Full professional level.
(iii) Librarian III	: Performs complex professional work.
(iv) Librarian IV	: Has substantial independent responsibility and action.
(v) Librarian V	: Has very high degree of independent responsibility and action.
(vi) Assistant University Librarian	: Provides administrative assistance to the University Librarian.

(b) University of Michigan

(i) Librarian I	: Beginning Professional Level.
(ii) Librarian II	: Involves application of professional knowledge.
(iii) Librarian III	: Performs independently professional duties of a difficult nature.
(iv) Librarian IV	: Supervises and/or performs the most difficult professional work.
(v) Librarian V	: Supervises the activities of a department, usually through subordinate supervisors.

(c) University of Illinois.

- (i) Library Assistant : Performs routine duties in a technical or public service department of the library.
- (ii) Librarian with the rank of Instructor : Has more difficult assignments.
- (iii) Librarian with the rank of Assistant Professor : Exercises individual judgment in his departments.
- (iv) Librarian with the rank of Associate Professor or Professor : Dean of Library Administration or Associate Director or Assistant Director.

3. U. K.¹²⁰

Most of the library staff members of the British Universities have got equal status to that of the academic staff as under :—

- (i) Library Assistant has Assistant Lecturer's rank.
- (ii) Assistant Librarian has Lecturer's rank.
- (iii) Deputy Librarian has Reader's rank.
- (iv) University Librarian has Professor's rank.

Recently one middle grade comparable with that found in German Libraries and the British Public and Governmental Libraries has been created.

*B. Public Libraries**1. India¹²¹*

- (i) *Director of Libraries* : Equal to other Heads of Departments or Class I Officer of the rank of Deputy D.P.I./Director of Education.
- (ii) *State Central Librarian* : Class I (Education) Service.

(iii) <i>Deputy Librarian (class A)</i> of the State Central Library/District Librarian/ City Librarian	}	Junior Class II (Education) Service.
(iv) <i>Deputy Librarian (class B)</i> of the District Library/ Librarian of Medium City Library/Special Officer for Adult, Work Biblio- graphy and Reference Service or Centralised cataloguing.	}	Higher to the Headmaster of a High School.
(v) <i>Head of Department/</i> Reference Librarian/Head Cataloguer/Head Proces- sing Department/Head Children & Adult Depart- ment etc./Superintendents of Branches.	}	Equal to Headmaster of a High School.
(vi) <i>Large Town Librarian/</i> Professional Assistant/ Branch Inspector or Branch Librarian/Block Librarian.	}	Equal to High School Trained Graduate Teacher.

Dr. S.R. Ranganathan suggests that the professional staff of the public libraries of the country should consist of

1. Leaders of the Profession
2. Senior Professionals

The Professional Staff has been further categorised as under:—¹²²

(i) Librarian of National Central Library	: Classs A	}	Leaders of the Pro- fession.
(ii) Deputy Librarian of NCL :	Class B		
(iii) Asstt. Librarian of NCL/ State Librarian ,	Class C		
(iv) Head of Section of NCL/ Head of Contact Library/ Head of Seafarer's Library/Deputy Librarian SCL	: Class D		

(v) Inspector Librarian of City Central Library/ Reference Librarian of SCL/Head of Section of SCL/Librarian of Rural Central Library.	}	Class E (Professional Senior)
(vi) Professional in Technical Section of SCL/ Reference Librarian in CCL/Deputy Librarian in CCL/Deputy Librarian of RCL/Reference Librarian RCL/Librarian of Branch Library/Travelling Librarian.	}	Class F (Junior Professional)

2. U.S.A.

In U.S.A., professional library staff consists of five grades (in case of a public library serving 100,000 population) as given below :—¹²³

- (i) Chief Librarian : Grade 8
- (ii) Assist. Chief Librarian : Grade 7
- (iii) Department Head : Grade 6
- (iv) Senior Librarian : Grade 5
- (v) Librarian : Grade 4

(Grade 3 to 1 fall under Library aides (non-professional/semi-professional).

3. U.K.¹²⁴.

The APT and lettered grades for public libraries were replaced by a new Administrative and Professional Division in 1966 by the N.J.C. Circular No. 194. The new grades include the following from below :—

- (i) AP 1
- (ii) AP 2
- (iii) Librarians Scale to bar

- (iv) AP 3
- (v) Librarians Scale above bar
- (vi) AP 4
- (vii) AP 5
- (viii) Senior Officer to bar
- (ix) Senior Officer above bar
- (x) Principal Officers' Range 1
- (xi) Principal Officers, Range 2
- (xii) Above Principal Officers' Range 2.

Out of a total of 20,070 posts for library staff in November, 1967, only 6,449 or 32.1 per cent. of the total posts were graded. The number of vacant posts was 855. The number of Chartered Librarians on the Library Association Register was 7,932 in November, 1967. Out of this total, 46 per cent. persons were employed in public libraries. 2,668 unqualified or part-qualified persons occupied graded posts.

C Special/Departmental/Business Libraries

The gradation of the library staff is generally based on the civil service gradation list of the parent department. Of late, the professional library staff is being categorised separately under one or the other of the following titles :—

- (i) Chief Librarian / Documentation / Information / Research Officer.
- (ii) Deputy Librarian/Documentation / Information / Research Officer.
- (iii) Asstt. Librarian / Documentation / Information / Research Officer.
- (iv) Documentalist/Indexer/ Abstractor / Bibliographer / Documentation Asstt/Technical Asstt/Professional Asstt.

The professional posts may also be given the following titles in a library, especially where there is a functional type of organisation :—

- (i) Librarian
- (ii) Deputy Librarian/Reference Librarian/Chief Classifier/
Chief Cataloguer
- (iii) Assistant Librarian/Accession or Acquisition Librarian/
Periodicals Librarian/Circulation Librarian/Maintenance
Librarian/Senior Classifier/Senior Cataloguer/Documenta-
list/Assistant Reference Librarian
- (iv) Senior Library Assistant/Classifier/Cataloguer/Acquisition
Assistant/Periodicals Assistant/Circulation Assistant/
Assistant Documentalist/Reference Assistant.

.II Semi-Professional/Library Aide

A Semi-Professional performs routine and repetitive jobs in a library. He may be designated by one or the other of the following titles :—

A Public Libraries¹²⁵

- (i) Medium Area Librarian : Equal to Headmaster of Middle School.
- (ii) Medium Town Librarian : Equal to Middle School Teacher.
- (iii) Small Area Librarian : Equal to Headmaster of Primary School.
- (iv) Small Town Librarian : Equal to Primary School Teacher.
- (v) Village Librarian : Equal to Literacy teacher of Adults working honorarily or on a small allowance.

A Junior Professional (Class G) may be appointed on junior posts in the circulation, maintenance, or periodicals section.¹²⁶

A Semi-Professional may be designated by the following titles in a library, with necessary modifications :—

(i) Duplicate Checking Assistant

Or

(ii) Order Assistant

Or

(iii) Accession Assistant

Or

(iv) Catalogue Assistant

Or

(v) Catalogue Card Writer/Typist

Or

(vi) Catalogue Card Filer

(vii) Issue/Return Assistant

(viii) Periodicals Assistant

III. Clerical/Secretarial/Artisans

(i) Superintendent/Office Incharge

(ii) Head Clerk/Head Assistant/Stenographer

(iii) Upper Division Clerk/Accounts Assistant/Correspondence Assistant/Steno typist

(iv) Lower Division Clerk/Receipt or Inward Diary Clerk/Despatch or Outward Diary Clerk/Typist/Record Clerk/Store Clerk

(v) Binder

(vi) Driver

(vii) Photographer

(viii) Printer.

IV. Unskilled

(i) Janitor

(ii) Shelves

- (iii) Gardener
- (iv) Watchman
- (v) Sweeper
- (vi) Cleaner
- (vii) Attendant
- (viii) Peon.

6 1 6 2 Quantum of Staff

6 1 6 2 1 Principles of determining the quantum of staff

"The number of staff members in a public library should be sufficient to provide consistently efficient service at all hours when the library is open to the public, and to perform the duties involved in assembling, organizing and interpreting the materials required by the program of the library. The size of the staff for any given library or library system must be based upon the program of service adopted by the library, the population and size of the service area, the financial support, and more specifically, the number of departments, branches and other organized units, the amount of circulation and reference service, the plans of the library buildings, the hours of opening, and other factors. At all hours when the library is open, professional members of the staff should be in charge of public services requiring professional preparation and skill."¹²⁷

A Public Libraries

1 India

The size of the staff of a library depends upon so many factors mentioned above. These factors with minor modifications and amendments apply to all kinds of libraries. Dr. S.R. Ranganathan, after great research and study, has recommended the following staff formula¹²⁸ for estimating the number of various kinds of posts required in a library.

FORMULA FOR STAFF OF DIFFERENT SECTIONS OF A LIBRARY

A

$$SB = A/6,000$$

B

(For Book Section : 1 Person for accessioning 6,000 books in a year).

SC = G/1,500	(Circulation section : 1 person for 1,500 gate hours).
SL = HW/1,500	(Librarian and his Deputy : 1 person for 1,500 working hours in a year).
SM = A/3,000	(Maintenance Section : For Shelving and repairing 3,000 volumes).
SP = P/500	(Periodicals Section : 1 person for acquiring and recording 500 periodicals in a year).
SR = (R/50) W/250	(Reference Section : 1 person for 50 readers in a day).
ST = (A + 40D)/200	(Technical Section : 1 person for classifying and cataloguing and documenting 8 books/articles per day on an average).

Formula for Total Professional Staff.

$$SB + SC + SL + SM + SP + SR + ST \\ \approx \{3(A + 20D) + 2(G + 3P) + 2W(H + 6)[R/50]\}/3,000.$$

Formula for Non-Professional Skilled Staff.

$$B/30,000 + (S/100).$$

Formula for Unskilled Staff.

$$SB/4 + SC/2 + SL + SM/4 + SP/2 + SR/8 + A/20,000 + D/500 \\ + B/60,000 + (S/100)/4 + V/30,000. \\ = \{27A + 2(B + 120D) + 40(G + 3P) + 30,000(S/100) + 4V \\ + 2W(40A + 3)(R/50)\}/120,000.$$

Here :—

A = No. of volumes accessioned in a year.

B = Annual budget allotment in Rupees.

D = No. of periodicals documented.

G = Number of gate hours for a year (1 gate hour = 1 Counter gate kept open for one hour).

H=Number of hours the library is kept open in a day.

P=Number of periodicals currently taken.

R=Number of readers per day.

S=Number of seats for readers.

V=Number of volumes in the library.

W=Number of working days in a year.

SB=Number of persons in Book Section. (Book Section, here means the book selection and order section.)

SC=Number of persons in Circulation Section.

SL=Number of persons as Librarian and his Deputies.

SM=Number of person in Maintenance Section.

SP=Number of persons in Periodicals Section.

SR=Number of persons in Reference Section.

ST=Number of persons in Technical—that is Classification and Cataloguing Section.

This staff formula has been restated by Dr. S.R. Ranganathan for different kinds of libraries as under :—

*a Public Libraries*¹²⁹.

For Professional Staff.

1. *Book Section.* 1 person for every 6,000 volumes added in a year.
2. *Periodical Publications Section.* 1 person for every 1,000 periodicals currently taken.
3. *Classification and Cataloguing Section.* 1 person for every 2,000 volumes added in a year.
4. *Maintenance Section.* 1 person for every 2,000 volumes added in a year and 1 person for every 50,000 volumes in the library.
5. *Publicity Section.* Minimum 1 artist.
6. *Administrative Section.* Minimum 1 library accountant, 1 steno-typist and 1 correspondence clerk.

7. *Reference Section.* 1 person for every 50 readers using the library in a day of the year (other than those reading the current issues of newspapers and periodicals or the text-books).
8. *Circulation Section.* 1 person for every 1,500 hours for which one wicket-gate of the library has to be kept open in a year.
9. *Supervisory Section.* 1 librarian and 1 deputy librarian.

Dr. Ranganathan claims that "the above formula has been widely used in our country and abroad."¹³⁰ Basing his calculation on this formula, he estimates that by 1980, that is the end of the sixth Plan Period. ".....when fully developed, the man power needed by the Public Library System of India will consist of :

1. Professionals	88,050
2. Semi-Professionals	1,000
3. Clerks	18,000
4. Artisans	14,000
5. Unskilled	119,000" ¹³¹

2 U.S.A.

In the U.S.A., the broad staff formula for calculating library personnel required for municipal public libraries suggested in 1939, was as under :—

- (i) One Assistant per 20,000 Population.
- (ii) One Assistant per 700 registered borrowers.
- (iii) One Assistant and one-sixth Maintenance Assistant for each 2,000 population."¹³²

The minimum standards in relation to library staff requirements laid down by ALA in 1956 were as under :—¹³³

"1 staff member per 2,500 population. 1/3 of the total staff (not counting building staff) be professionals."

These standards were largely achieved by 1960.

".....the 1960 figures for 42 large libraries (cities of over 300,000) show that 16 already had one staff member (total staff) for less than 2,000 population. The 1956 recommendation that one-third of the total staff (not counting building staff) be professional (item 107) has been overtaken by an average 42 percent in these 42 large libraries and 47 percent and 49 percent in excellent systems like Indianapolis and Brooklyn."¹³⁴

The latest (1966) ALA standards for U.S.A.¹³⁵ require as under :—

1 staff member per 2,000 population. (A library system needs at least 16-17 professional and sub-professional librarians for the different specializations provided *i.e.*, about 1/3 in a staff of 50 serving 100,000 population).

In England and Wales, the Roberts Committee¹³⁶ recommended that "staff in Urban libraries excluding the Chief Librarian, should be employed on the basis of at least one assistant per 3,000 of population ; they suggested that this ratio might be lower in county areas because the more scattered population was likely to make smaller demands on the personnel of the service. Secondly, they recommended that about 40 percent of the total should be qualified."¹³⁷ The Working Party (1961) wanted to include the Chief Librarian also as a member of the qualified staff. It restated the formula as under :—¹³⁸

Libraries with 100,000 population	=	1 : 2,913
„ „ 60,000 „	=	1 : 2,857
„ „ 30,000 „	=	1 : 2,727
„ „ 20,000 „	=	1 : 2,609

It reported, ".....the Roberts Committee's standard is too low for the municipal authorities over 40,000. Out of the 25 municipal authorities above this size included in our survey, 20 had staff in excess of the standard, many considerably in excess of it. The Roberts Committee's standard, adjusted to include the chief librarian, is more nearly in line with good current practice in smaller authorities as revealed by the main survey. Out of the 18 authorities with population below 40,000, 11 had staff ratio in excess of 1 : 2,750."¹³⁹

(Staff for this Section has not been provided for public libraries because documentation is generally not performed in such libraries).

7. *Maintenance Section* : One person for every 6,000 volumes added in a year, one person for every 500 volumes to be replaced in a day, and one person for every 100,000 volumes in the library.

(Staff for Publicity Section has not been provided for University and College Libraries).

10. *Unskilled Staff* : One cleaner for every 30,000 volumes in the library, one 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."¹⁴³

(ii) *Recent Formula given by Dr. S.R. Ranganathan*¹⁴⁴

The formula is similar to b (i) above, with the following minor changes :

2. *Periodical Publications : Section* 1,500 periodicals subscribed.
3. *Documentation Section*
(To supplement the work done by the INSDOC and the International Abstracting Services) 30 research workers (in the University).
7. *Maintenance Section.* 1,500 volumes newly added, 50,000 volumes to be looked after (one person)."

An effort was made to revise the above mentioned formulas through a "Seminar on Work Flow in Libraries" held under the

auspices of the Indian National Scientific Documentation Centre and the University Grants Commission between 21 November to 24th November, 1966 at New Delhi. It made the following few suggestions and appointed a sub-committee to further work out the formula :—

<i>“Classification (According to the extent of Classification)</i>	<i>Per day</i> 15 to 25 books.
Cataloguing (5 cards)	12 books.
Accessioning.	40 books.
Filing	250 cards.” ¹⁴⁶

Few other modifications in the UGC Staff Formula have been suggested.¹⁴⁶

(2) U.S.A.

“As a general rule, experts in administration believe, not more than one half of a university library staff should belong in the professional category, and a ratio frequently recommended is one-third professional and two-thirds clerical.”¹⁴⁷

The actual position of the library staff in the Colleges and Universities of the United States of America was as under in the years 1963-64 and 1964-65 (estimated) :—¹⁴⁸

S. No.	Items	Years	
		1963-64	1964-65
1.	Total Library Staff (In full-time equivalents)	25,200	27,000
2.	Total Professional Staff	11,900	12,500
3.	Ratio of Professional to the total	0.47	0.46
4.	Total Non-Professional Staff	13,300	14,500
5.	Ratio of Non-Professional to the total	0.53	0.54

In other words, the ratio of the professional and the non-professional library staff *inter se* was between 47% or 46% and 53% to 54% respectively.

(3) U.K.

In the United Kingdom, no appreciable steps were taken to lay down standards and norms for the University Libraries until the appointment of the Parry Committee on University Libraries by the University Grants Committee. The Report of the Committee¹⁴⁰ was published in the summer of 1967. It is expected that appropriate steps would be taken to improve university library service in the country. Earlier, Robbins Committee on Universities¹⁵⁰ had emphasised the necessity of development of university libraries for the fulfilment of aims of universities.

6 1 6 2 2 Staff Requirements of a Library having Double Shift.

The modern concept of librarianship demands that each library is kept open for as much time as possible. Necessary arrangements are made to keep it open for at least all waking hours on all days of the year so that the book stock of a library is used to the maximum extent by the maximum number of readers. In other words, it implies that the library work should be divided into at least two shifts, if not three or four, of about 6½ hours to 7 hours duration each. One set of employees is neither physically capable of working for both the shifts nor the modern labour laws permit an employer to take work from an employee for more than eight hours a day at a stretch. Separate staff should, therefore, be appointed for different shifts.

The library work is divided into Main/Regular/Morning and Second/Evening Shifts. In the former shift, all the Divisions/Departments/Sections of a library are kept open, while in the latter shift, only few Sections, especially *Readers, Service Sections* are kept open. As such, additional staff for these Sections is required.

A library remains open on all the 365 days of the year. But each member of the staff is allowed full quota of holidays and leave etc. He is allowed 52 Sundays/weekly holidays, 12 Second/Last Saturdays or 12 monthly holidays, 12 days' casual leave, and 16 days' compensatory leave in lieu of public holidays, besides 30 days' earned/privilege leave. An employee remains off duty for about 122 days in the year. It means that 1/3 additional staff is provided for each shift. For the second shift, this calculation is to be

made for skeleton staff only *i.e.* service and administrative staff. In a year, there are 730 shifts in toto. An employee of this category works for about 250 shifts only. In other words, for keeping open the Reader's Services Departments of a library throughout the year, we need about three sets of service staff members.

According to Dr. Ranganathan, the service and non-service staff should consist of 2.6 and 1.1 batches respectively. He allows 91 days holidays to each employee (No allowance has been made for earned or privilege leave). As such, one batch of staff works for 274 shifts in a year.¹⁵¹

On this basis, the total staff for the following kinds of libraries would be as under :—¹⁵²

- (a) *Librachine* : Professional 3, Clerical 1, Driver 1, Unskilled 3
- (b) *Branch Library* : Professional 5.2, Unskilled 5.2 (2 Professionals and 2 Peons are required for each shift). Besides, 1 watchmen, 1 sweeper and 1 gardener are required.

It has been estimated that the professional and semi-professional (with Certificate in Library Science) staff required for each of the different kinds of City Central Libraries, depending upon the size of their population, would vary between 13 to 32. Similarly, for each Rural Central Library, State Central Library and the National Central Library, a staff, both professional and semi-professional, of 10, 88 and 522 would be required.¹⁵³

For a typical college library, the staff would consist of about 5 professionals, 3 semi-professionals and 4 unskilled. Similarly, for a Secondary School Library, a staff consisting of 1 professional, 2 semi-professionals and 3 unskilled is required.¹⁵⁴

6 1 6 3 Recruitment and Selection

The recruitment of library staff is to be planned properly. The main aim of recruitment should be to secure best candidates for performing specific jobs in a library. Proper recruitment presupposes an efficient system of dissemination aimed at informing the prospective candidates about the vacant jobs in a library. This information should include the salary scale, allowance, fringe benefits, and working and service conditions attached with the jobs. The future

prospects of the jobs and the profession of librarianship should also be brought to the notice of the prospective candidates. At present, in India it is conspicuous by its absence. There is no organised effort on the part of the employers to publicise the vacant posts. Some jobs are advertised in popular newspapers. The Employment Bureaus also provide some kind of information. But this is very insufficient. The Library Associations both at the National and State levels, unlike their prototypes in foreign countries especially U.K. and U.S.A., have not given thought to this aspect so far.

The Library Association and the American Library Association are very much alive about the problem and they are doing their best to tackle the problem by providing placement services. They have definite say in the personnel selection. They keep Registers of Qualified Librarians, keep trace of the vacancies and help qualified persons in getting proper jobs. They arrange publication of various jobs in their professional journals and keep intimate contact with the employees. Even the Library Science Schools help their graduates to secure proper jobs. Interviews are arranged before they go out of the Library Schools. In spite of this, the library profession is not satisfied. It is complained that "Much of the librarian's approach to recruitment has been cursory and too often unsuccessful."¹⁵⁵

6 1 6 3 1 Recruitment and Selection Procedures

In view of the professed objectives of recruitment, it must be performed in a systematic manner. The below-mentioned procedures need be followed :—

1. Ascertaining the vacant jobs, their number and types. These may fall vacant due to retirement, resignation, termination or dismissal. New posts also may be created.
2. Deciding or revising, if necessary, their requisite qualifications etc., salary scales and other allowances etc.
3. Inviting applications by advertising these posts in national, state or local newspapers and journals. Publicising the information through other media such as radio, television,

and by sending the requisite information to the Employment and Guidance Bureaus of the country. It 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.

4. Receiving the applications of the candidates and processing these methodically for deciding the names of candidates to be invited for interview.
5. Deciding the interview dates and the Selection Board including the experts for the purpose, getting their consent, preparing interview charts and verifying the data and sending these to experts.
6. Sending interview letters to the candidates selected/recommended by the experts.
7. Laying down interview criteria and tests for the assessment of the candidates.
8. Inviting opinions of referees given by the candidates.
9. Interviewing the candidates to judge their personality and other traits.
10. Checking references of the suitable candidates for checking up their personal details, especially their past history, political leanings and professional standing.
11. Selecting candidates provisionally.
12. Asking the provisionally selected candidates to undergo medical/physical tests.
13. Settling pay scales, initial salary, fringe benefits and other service conditions of the selected candidates.
14. 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.

6 1 6 3 2 Tests

A person is appointed to perform a particular job efficiently. 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. It may not be physically possible in every case. Some tests may be applied for observing the candidate's sample behaviour.

6 1 6 3 2 1 Personality Tests

These tests aim at measuring the total personality of an individual. Personality includes various traits and behaviour patterns such as initiative, judgment, self-confidence, temperament, complex (superior/inferior), likes and dislikes etc. Personality may be measured by making use of either of the three methods *e.g. Rating method, Question Answer method and Experimental method*. In the *Rating method* reliance is laid upon other person's opinion about a candidate. In the *Question-Answer method*, the personality of a candidate is judged from the answers given by him to a series of questions asked from him. In the *Experimental method*, actual situations are created to know his reactions. For instance at the circulation counter, a *Conscience Box* may be kept for collecting overdue charges from those borrowers who return the books late. The honesty of the candidate can be judged from this experiment.

6 1 6 3 2 2 Intelligence Tests

Alfred Binet, a French psychologist, suggested a method to measure the ability of a child by finding out his intelligence quotients *i.e.* the ratio of the mental age to the real age of a child. For example, a person may be asked to name twenty five words in a minute. From such tests, mental alertness, understanding power, reasoning ability etc. of a person may be found out. These tests are very much prevalent now.

6 1 6 3 2 3 Aptitude Tests

These tests help an employer to know whether a candidate has got aptitude for a manual, mental, mechanical job or routine job. Every person has a peculiar aptitude. One may be good at mathematical calculations while another may lack it. These tests give an indication to the employer about the possible performance of a

prospective employee. A person, for example, may be asked to copy a straight line drawing. Such a test is known as MacQuarrie Test of Mechanical Ability.

6 1 6 3 2 4 Trade Tests

Through *Trade Tests*, a candidate's knowledge or skill in a specific work or job is measured. He is asked to perform a similar job which he would be expected to perform when appointed. A catalogue typist may be asked to type catalogue cards. A professional may be asked to classify actual books of a library in order to know his skill of classifying books. As such these tests may also be named as 'proficiency', 'performance' and 'achievement' tests.

6 1 6 3 2 5 Interest Tests

Interest tests are useful in finding out the probable liking of a candidate for a particular job. These tests have no relation to the candidate's ability for a particular kind of job. On the other hand, a person's preference for a specific job may be known. A candidate may be an able administrator but he may like a teaching job or *vice versa*. The interests of a person may be found out through a well-prepared questionnaire.

Any one or the combination of two or more tests may be used in selecting library staff because library work involves various types of jobs *i.e.* intellectual, manual, mechanical, routine, administrative, guidance and teaching functions.

6 1 6 3 3 Placement

The above-mentioned tests are helpful in assigning a proper job to a person. Placement implies the assignment of a 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. It gives a fillip to employee's morale. On the other hand, a misplaced employee is a liability to the institution. He may cause serious damage to machinery and other equipment.

6 1 6 3 4. Induction

'Induction' means introducing a new worker to his job, his co-workers and basic objectives and policies of the organisation.

This kind initiation is helpfull 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 organisation through printed/written documents and verbal explanation by his immediate superior/supervisor.

6 1 6 3 5. Training

A prospective employee must be properly trained for performing a particular job/jobs. This will help him to know the peculiarities of the job conditions of a particular organisation. In this fast changing society, the training in the use of new gadgets and machines is very essential. The output of a trained worker is better, both qualitatively and quantitatively than that of an untrained one.

Training may be imparted through many methods such as *Apprentice system, on the job training, Understudy method, Role-Playing technique, Utility Squad or Flying Squad method, Educational Excursion method*, and other *Audio-visual methods*.

1. *Apprenticeship system* is an ancient method. In India, an ironsmith made his son to learn his job while a goldsmith asked his son to learn the art of a goldsmith. A person is made to learn a job by actually performing it under another performer who is an expert at the job before he is appointed to that job. No formal training is thus considered essential. Even librarianship was learnt by apprenticeship. But now formal training and education in librarianship/library science are provided in place of apprenticeship. In certain schools of librarianship either pre-course apprenticeship or post-course apprenticeship of short duration is insisted upon besides the usual training period. Apprenticeship method provides the trainee the practical knowledge of an actual work-area or situation and equips him to face various problems in practical field.

2. *On-the-job training* implies the imparting of training to a worker after he is appointed to a job and has engaged in it. It may be provided by his immediate superior/supervisor/trained instructor. It may take the form of in-service training also.

3. *Understudy method* implies the placing of an employee under another trained and experienced employee. The former

works as an assistant to the latter. He learns the jobs by imitation and experience.

4. *Role-Playing technique* means that a person is asked to play the role of a particular worker in a created situation. Mock Courts or Moots Court are very common in legal education. Law students prepare fictitious cases and argue the same for and against in a mock court presided over by one of the teachers who acts as a judge. The modern case method is just like the former. This method enables a worker to work independently and confidently.

5. *Utility Squad or Flying Squad method* involves the organisation of trainees into a squadron. They are given broad outlines and experiences of a number of jobs. They are prepared to work in different capacities in times of emergency.

6. *Educational Excursion* implies the organisation of visits of the trainees to work places, factories, mills etc. They are made to learn various problems and their solutions by acquainting themselves with the actual working of different types of organisations. In many library schools, the trainees are taken to various important libraries of the country. The trainees learn by actual observation of the performance of a particular job in various libraries in different ways. For example, for book ordering, methods like book order list, book order card or multiple card methods may be learnt from various libraries.

7. *Other Audio-visual methods* may also be used for imparting training. These methods include the film shows, dramas, extension lectures and workshops etc. These methods are very much effective.

In India, Library Science post-graduate training is imparted by 26 Universities which award a Bachelor's Degree/Diploma in Library Science. Two of them (until 1968 Banaras Hindu University also provided M. Lib. Sc. Course) viz. Delhi and Bombay (since 1967) Universities, run Master's Courses in Library Science also. One of them e.g. Delhi University, provides facilities for Doctorate in Library Science. Four Universities, few State Government Departments, Library Associations and Polytechnics for Women provide certificate in Library Science Courses. Training in special librarianship is provided by the Documentation Research and Training Centre, Bangalore (DRTC), the Indian National Scientific Documentation Centre,

New Delhi (INSDOC) and the Indian Association for Special Libraries and Information Centres, Calcutta (IASLIC).¹⁵⁶

In the U.S.A., formal training courses were provided by 306 institutions in 1964. Out of these, 38 were accredited by the ALA's Committee on Accreditation.¹⁵⁷ The courses include one-year Degree Course, called Master Degree in Library Science (M.A.L.S. or M.L.S.) and Doctorate in Library Science besides other special courses.

In Great Britain, the Library Association has been the examining and registering body for candidates offering courses of librarianship since 1898. It has been awarding certificates of Associateship (A.L.A.) and Fellowship (F.L.A.) to those candidates who pass the Library Association examinations and fulfil other conditions of library experience and membership of the Association. Besides, there are now 14 full-time library science schools in U.K. run by 4 Universities, 9 Colleges of Further Education and 1 College of Librarianship. A Post-Graduate Diploma in Librarianship is awarded by all the four universities. The courses for higher degrees of M.A., M. Phil and Ph. D. in Library Science are also provided by the London University. Such degrees in librarianship and information work can be had from the University of Sheffield by presenting thesis only. The other schools provide courses for non-graduates. The duration of these courses ranges between one year and two years. Examinations by part-time attendance at library classes and by correspondence, until recently very popular have been abolished.¹⁵⁸

6 1 6 3 6 Wage and Salary Administration

An organisation has to formulate its wage policy in order to attract talent and to retain it for a longer duration. It has to relate it to the social environments. It has to keep it aware of the wage structure of similar organisations of a locality, state or country. It can be found out by conducting a *wage survey*.

Government and Semi-Government Organisations appoint special commissions/committees to suggest a wage structure. Even professional associations and individual experts suggest wage patterns to be followed in a specific kind of organisation.

In India, the Advisory Committee for Libraries, appointed by the Government of India, in its report¹⁵⁹ suggested the following wage pattern for Public Libraries of the country :—

(i) Director of Libraries	Like other Heads of Department or Class 1 officer of the rank of Deputy D.P.I./Director of Education with a special allowance.
(ii) State Central Librarian	Class 1 (Education) Service.
(iii) City District Librarian/ Deputy Librarian (Class A)	Junior Class II (Education) Service.
(iv) Small City Librarian/ Deputy Librarian (Class B)	Higher Start in the same grade as Headmaster of a High School.
(v) Head of Department in a Library/Superintendent of Branches.	Equivalent to a Headmaster of a High School.
(vi) Large Town Librarian/ Professional Assistant/ Branch Inspector/Branch Librarian/Block Librarian	Equivalent to a trained graduate teacher of a High School.
(vii) Medium Area Librarian	Equivalent to the Headmaster of a Middle School.
(viii) Medium Town Librarian	Equivalent to a Middle School teacher.
(ix) Small Area Librarian	Equivalent to the Headmaster of a Primary School.
(x) Small Town Librarian	Equivalent to a Primary School teacher.
(xi) Village Librarian	Equivalent to a literary teacher of adults working honorarily or on a small allowance.

In accordance with the then prevailing standard of living, price level and general wage level, the Committee suggested the following

starting monthly salary including allowances for various categories of library personnel as follows :—¹⁶⁰

1. State Central Librarian	Rs. 680
2. District Librarian/City Librarian/Deputy State Central Librarian	Rs. 470
3. Small City Librarian/Assistant Librarian in the State Central Library	Rs. 420
4. Assistant Librarian in a District/City Library	Rs. 312
5. Block/City Branch Librarian	Rs. 270
6. Librarian of Large Town Library (Population 20,000—50,000) / Professional Assistants	Rs. 240
7. Librarian of a Medium Town/Area Library	Rs. 120
8. Panchayat Librarians and Semi-Voluntary help	An honorarium of Rs. 15

Since then, there have been many changes and improvements in the pay scales and allowances at the Governmental level, both Central and State. The pay scales and allowances of teachers at all levels have improved consequent upon the implementation of the Report of the Kothari Education Commission (1964-66).¹⁶¹

Dr. Ranganathan¹⁶² has suggested the following pay scales for the Public Library personnel :—

1. Librarian, National Central Library	Rs. 2,000—100—3,000
2. Deputy Librarian, National Central Library	Rs. 1,600—100—1,900
3. Assistant Librarian, National Central Library/State Librarian, State Central Library	Rs. 1,300—60—1,600
4. Head of Section of N.C.L./Head of Contact Library/Head of Seafarers' Library/Deputy Librarian, State Central Library	Rs. 1,100—50—1,500

5. Inspector Librarian of City Central Library/Reference Librarian, S.C.L./Head of Section, S.C.L./Librarian, Rural Central Library Rs. 700—50—1,500
6. Professional in Technical Section of S.C.L./Reference Librarian/Deputy Librarian of C.C.L./R.C.L./Librarian of Branch Library/Travelling Librarian Rs. 400—40—800—50—950
7. Junior posts in the Circulation, Maintenance and Periodicals Section (Senior Professional) Rs. 220—10—290—15—320—EB—15—425—15—530

These pay scales are quite respectable.

The Mysore Public Libraries Act, 1965 and the Maharashtra Public Libraries Act, 1967 provide for the creation of separate State cadres for library staff.

The wage pattern of library staff in universities and colleges of the country is almost on par with those of the teaching staff. The Library Committee of the University Grants Commission in its report¹⁶³ had suggested that the pay scales and status of the library staff in universities and colleges should be at par with those of the teaching staff. The Second Five Year Plan period pay scales were also allowed to the university and college library staff. The U.G.C. had borne 50% of the entire expenditure on the revision of these pay scales. The Third and Fourth Plan^{164, 164a} pay scales have also been allowed. The U.G.C. has undertaken to bear 80% of the extra expenditure to be incurred on such revision of pay scales of the library staff. The remaining 20% has to be borne by the State Governments. The recommended pay scales were as under :—

S.No.	Designation	Professional Status	Scale of Pay		
			2nd Plan	3rd Plan	4th Plan
1	Librarian	Professional Senior	Rs.800—50 —1,250 (Professor's)	1,000—50 —1,500 (Professor's)	1,100—50 —1,300— 60—1,600 (Professor's)
2	Deputy/Asstt./Reference Librarian/Documentalist/Chief Cataloguer/Classifier	Professional Senior	Rs.500—25 —800 (Reader's)	700—40 —1,100 (Reader's)	700—50 —1,250 (Reader's)
3	Maintenance/Accession/Periodicals/Circulation Librarian/Asstt. Classifier/Cataloguer	Professional Junior	Rs. 250 —20—500 (Lecturer's)	Rs. 400 —30—640 —40—800 (Lecturer's)	Rs. 400 —40—800 50—950 (Lecturer's)

Many of the universities and colleges of the country have implemented these recommendations. Still much remains to be done. Library Associations have been trying to represent to the State Governments and universities and colleges to implement these revised pay scales. In U.S.A., the annual average starting salaries of librarians ranged between \$ 3,000—\$ 3,300 (1951) to \$ 6,468 (1965). The range of salaries (minimum and maximum) was \$ 3,069—\$ 15,696 in 1965.¹⁶⁵ The annual salary scales of library staff of large Public Libraries ranged as under on January, 1967.¹⁶⁶

S.No.	Post	Salary Scale/Paid			
		Lowest	Name of the Library	Highest	Name of the Library
1	Director	\$ 9,924— 13,296	(San Antonio & Bexar Co.)	\$ 26,424	(Los Angeles)
2	Asstt. Director	\$ 7,404— 9,924	(San Antonio & Bexar Co.)	\$ 15,672 —19,524	(Los Angeles)
3	Depart- ment Head	\$ 6,096— 8,160	(San Antonio & Bexar Co.)	\$ 12,510 —16,425	(District of Columbia)
4	Divisional Head	\$ 4,548— 6,096	(San Antonio & Bexar Co.)	\$ 12,600 —15,300	(New York, Reference Deptt.)
5	Branch Head	\$3,185—4,641	(Atlanta & Fulton Co.)	\$ 10,750 —13,150	(New York, Circulation Deptt.)
6	Administ- rative Assistant	\$4,620—5,292	(Birmingham & Jefferson Co.)	\$ 11,200 —13,600	(New York, Reference Deptt.)
7	Senior Librarian	\$4,092—4,968	(Birmingham & Jefferson Co.)	\$ 4,092 —11,500	(New York, Circulation Deptt.)
8	Junior Librarian (A)	\$4,860—6,120	(Omaha)	\$ 6,540 —8,124	(Los Angeles)
9	Junior Librarian (B)	\$3,757—4,641	(Atlanta & Fulton Co.)	\$ 6,578 —7,407	(St. Paul)
10	Pre-profes- sional	\$3,180—4,200	(Toledo)	\$ 5,702 —7,430	(District of Columbia)
11	Sub-pro- fessional	\$2,724—4,212	(Birmingham & Jefferson Co.)	\$ 6,044 —7,254	(Baltimore Co. Mary- land)
12	Other	\$2,436 \$4,800	(Six months) (Dallas) (Kansas City)	\$ 10,361 —11,152	(Detroit)

In case of university libraries in U.S.A., the salaries of the professional staff ranged between \$ 2,400 (lowest) and \$ 12,600 in 1952, but it rose to \$ 4,200 and \$ 20,318 respectively in 1961. Similarly, the salaries of the non-professional staff rose from \$ 1,200 to \$ 2,268 (lowest) and from \$ 5,628 to \$ 8,520 (highest) respectively during this period.¹⁶⁷

In Britain, the salary scales of the university library staff were as under in 1966-67 :—¹⁶⁸

S.No.	Post	Salary Scales	
		Lowest	Highest
1	Librarian	£ 3,570—£ 4,305	£ 3,850—£ 4,990
2	Deputy Librarian	£ 2,520—£ 2,785	£ 3,300—£ 4,400
3	Sub-Librarian	£ 2,270—£ 2,630	£ 2,270—£ 2,995 —£ 3,060
4	Assistant-Librarian	£ 1,105—£ 90—£ 2,100 —£ 2,390	£ 1,575—£ 2,630
5	Non-Professional	£ 800—£ 900	£ 1,050—£ 1,200 —£ 1,400—£ 1,600

The University Grants Committee's Parry Committee (1967) recommends that "Salary scales of graduate members of library staff with comparable qualifications should in universities be equated with those of academic staff.....Salaries and conditions of professionally qualified non-graduate library staff should correspond with those offered in public or government libraries."¹⁶⁹

In case of public library salaries, the position was changed in 1966 vide N.J.C. Circular No. N.O. 194. The old A.P.T. and Lettered grades were replaced by :—

1. Trainee grade	...	1
2. A.P. grades	...	5
3. Senior Officer's grade	...	1
4. Principal Officers Range	...	1
5. Principal Officers Range	...	2

Besides, a new librarian's scale was introduced with a salary scale of £ 820—1,220—EB—1435.¹⁷⁰ Public library salaries are graded by the local government. These were rationalised vide N.J.C. Circular No. N.O. 173. It was meant to provide incentive to librarians in the local government service. Similarly, a national award was given to chartered librarians vide N.J.C. Circular No. N.O. 184. In 1966, as mentioned earlier, a new circular No. N.O. 194 was issued which not only reduced the number of grades, but it also rationalized the grades and created a new grade. From 1967 onwards a designated trainee librarian shall get the salary between £ 735 and £ 780 provided he passed Part I Examination and was under 21 years of age or 21 or more years respectively. On passing Part II, a trainee would get a minimum of £ 1,060. Other librarians except the trainees would get £ 820—£1,435 while a chartered librarian shall get £ 1,060.

6 1 6 3 6 1 Allowances and other fringe benefits

In government and other established organisations, the pay scales contain the provision of *annual increment* to an employee. This is a reward for his better output for the organisation. It also offsets some of his increased family burden as a year passes.

After the World War II, the prices have been rising steeply. In order to meet the rising cost of living the employees are granted certain allowances such as House Rent Allowance, Dearness Allowance, City Compensatory Allowance, Education of Children Allowance etc. etc. Besides, the pay scales are revised from time to time. The dearness allowance is linked with the cost of living index. By this mechanism, increase or decrease in dearness allowance is allowed automatically.

Besides salary and allowances, the employees are provided certain other benefits. These include

1. Pensions on retirement/death.
2. Gratuity/Bonus on retirement.
3. Equal/more contribution to provident fund.
4. Sickness leave with full pay or a portion of it, reimbursement of medical treatment expenses/provision of free medical care to the employee and his dependent family members.

5. Holiday payments such as leave with full pay plus travelling expenses and halting allowance for the employee's family for a certain period.
6. Free conveyance and other amenities such as loans and advances on easy terms.
7. Overtime allowances *i.e.* payments at higher rates for the extra time an employee is required to put in.
8. Study leave with full pay plus scholarship or deputation allowance.
9. Sabbatical leave, earned leave and casual leave etc.
10. Facilities for enhancing one's qualifications including grant of special monetary incentives such as grant of one or two increments for passing a specified examination.

6 1 6 3 6 2 Methods of wage payments

Wages are determined and paid in two ways *i.e.* *time rates* and *incentive wages*. The former is based on the time spent by an employee at his job while in the latter case the employee's output or productivity is taken into account for determining the wage. Both of these methods have been applied in different kinds of jobs. The former method is useful where an employees's output cannot be measured. The latter method is useful where the output of an employee can be easily measured.

6 1 6 3 6 2 1 Time-Rate Method

6 1 6 3 6 2 1 1 Merits of Time-Rate Method

1. It is simple to understand and apply.
2. It involves a simple procedure
3. It is useful, where
 - (i) the work is unstandardised.
 - (ii) a worker cannot control its volume.
 - (iii) quality of the work is given preference as compared to its quantity.
 - (iv) the volume of a specific job is very much limited and it implies change very often.
 - (v) the job needs special skill.

6 1 6 3 6 2 1 2 Demerits of Time-Rate method

1. This method is arbitrary and unscientific because it does not take into account the actual output of the worker.
2. As a result of (1) above, the worker does not get any incentive to work more and better, since this system does not admit of any reward for better work/output. On the contrary, it causes slackness amongst the workers, thereby the organisation suffers much.
3. It is difficult to determine the cost per unit of output or service because there is no relation between the output and the salary.

6 1 6 3 6 2 2 Incentive Wage method**6 1 6 3 6 2 2 1 Merits of Incentive Wage method**

1. This method is scientific and plausible.
2. It enables the management to know the cost per unit of service or output.
3. It enables the workers to know their worth.
4. As such, the wage determination becomes easier and to a great extent automatic. It avoids unnecessary disputes between them.
5. Intelligent and hardworking persons get rewards for their better output. So they improve themselves further. On the other hand, the lazy and sluggish workers are automatically eliminated.
5. Both the parties gain under this method. The management earns more profits while the workers get better wages.

6 1 6 3 6 2 2 2 Demerits of Incentive Wage method

1. This method involves lot of calculations. It is a complex method. It may cause unnecessary misunderstanding between the management and the workers.
2. It cannot yield proper results because either the work is continuous and is beyond the control of a worker or the quality of work is given more importance than its quantity.

3. The quality of the output may deteriorate because each worker tries to produce as many units as he can within a limited time or by working overtime.

Both these methods are useful under specific conditions. Efforts should be made to confine these properly in order to ensure quantitative and qualitative output.

6 1 7 Conclusion

In short, the recruitment of library staff should be properly planned. The chief librarian should be selected by the Board of Directors by taking into consideration not only his paper qualifications, but his personality, tact and genial nature should also be given due consideration. Otherwise a community centre, nay, a centre of learning, would become a centre of politics and people, instead of taking right type of inspiration from the library, would form a wrong impression about librarians and libraries. In Western countries, sometimes it is found that a prospective head of an institution is called to live for few days with the recruiting officer before he is actually appointed. The recruiting officer tries to study the person intimately to know his habits and disposition. The present method of selection by interviewing the candidates is just a mockery because it is difficult to judge properly the capabilities of the candidates in this manner.

"Work analysis forms the very foundation on which personnel administration rests and on which effective selection depends."¹⁷¹ In other words, the chief librarian while selecting his subordinates should keep in mind the work for which a person is to be appointed. For example, a classifier for classifying science books is required. The librarian should prefer those persons who are science graduates and are professionally trained, otherwise the work of the library will not be done as efficiently as it is desired.

The recruiting officer/chief librarian should try to find out the aptitudes of the prospective employees because unless the library work suits their tastes proper output/service cannot be vouchsafed. The work in a library, besides being a source of livelihood, is a social service to the nation because a library is an institution which is responsible for keeping the citizens enlightened about various matters of importance to a nation. It should be judged as to whether the prospective employee has got love for books, and whether he regularly reads some books for acquiring knowledge and pleasure.

It should be further found out as to whether the prospective employee has got love for the humanity, and whether he deals with the readers in a sympathetic way and tries to help them and remove their difficulties.

The recruiting officer/chief librarian should try to provide chances of promotion to those persons who are already in the service of the institution so that they feel encouraged and do the work with zeal.

The recruiting officer/chief librarian should ensure that only adequately qualified and experienced persons are appointed. Care should be taken that persons with appropriate qualifications required for particular posts are selected for particular jobs. If highly qualified, young and ambitious persons are appointed for very low posts, they may not stick to such posts. This problem, if carefully studied, will reveal that a library in this way will always be in doldrums. No person will take interest in the work. The library will become simply a training ground. It takes a lot of time for a new entrant to grasp the techniques followed in a library, and the moment he is in a position to do some substantial work, he will think of leaving the library and his place will be taken by a new entrant to the profession. Suppose, a First Class Matriculate is selected for the post of a peon, he will not stick to this job because when he finds other Matriculates working as clerks, he will also try his level best to get the job of a clerk. Similarly, when a new person with the same qualification is appointed as a peon in his place, he will also play the same game. However, the candidate must fulfil minimum qualifications laid down for each post so that standard work is ensured and unnecessary bickerings are avoided.

From the perusal of the above-mentioned facts, it is clear that personnel administration is a job of tact and intelligence and every person cannot become a successful administrator. "The effectiveness of a library's service is determined in large by the quality of the staff. Its members convey the attitude of hospitality, encourage readers to use its resources, interpret its book collection. Moreover, the largest portion of appropriations goes into the salary roll. Personnel administration becomes, therefore, a matter of primary importance."¹⁷²

"No library can render effective service without adequate and competent personnel. The library's unique function of serving as the one unbiased, non-partisan bureau of information for the people, calls for personnel of the highest competence and integrity. The selection of qualified staff members as well as the organisation and conditions under which they work, are basic considerations in an institution dedicated to public service."¹⁷³

7 0 Library Finance

FINANCE is the motive power. It is essential for running the government machinery properly. A library is a public institution. It is maintained by public funds. Public institutions are generally supported by taxes/rates levied on the residents. Library authorities and librarians must clearly understand the nature and needs of a library so that enough finance is provided to ensure proper library services to one and all.

7 1 Fundamental Principles of Library Finance

The following fundamental concepts underlying library finance must be borne in mind while making necessary provisions :

1. Spending Institutions.

Libraries, unlike other State or Central Government and Local Government Departments, are not revenue-fetching agencies. Rather, on the other hand, these are spending institutions because these partake the nature of nation-building departments. It would not be wrong to state that libraries are the very basis of sound nation-building activities.

2. *Growing Institutions.*

The inexorable Fifth Law of Library Science warns the library financiers that they must keep in mind the basic truth that libraries are growing organisms. It implies that books, readers, staff, and building and furniture requirements will go on increasing day by day if child growth is allowed in a library since hundreds of thousands of books are being published yearly which are ultimately acquired in libraries. To organise these books and other kindred materials for use, more staff, building and furniture will be required which can be procured only if increased financial grant is given regularly. The University Grants Commission (India)¹⁷⁴ has recommended that every book grant must be accompanied by an adequate grant for staff, building and furniture. It, while sanctioning book grants, provides 20% of such grants for staff required to acquire and process the books for putting them to proper use.

3. *Financial Demands are Recurring.*

Libraries are not only growing institutions but these once established will stay there for ever. Moreover, when libraries are to be provided in every nook and corner of a country, a perennial source of supply of adequate finance must be tapped because financial demands of libraries are recurring in nature.

4. *Full Coverage and Standard Library Service.*

A Government, especially a democratic one, entirely depends upon an enlightened citizenry. It can be ensured only if every citizen is provided with an adequate and standard library service. It enables him to develop his mental faculties which help him discriminate between good and bad. It implies huge expenses on recurring basis.

7 2 Financial Resources

These fundamental principles of library finance bring to the fore the crux of the problem. The financial resources should be made available in such a way that growing needs of libraries are met adequately.

7 2 1 Public Libraries

The main sources of public library revenue may be as under :—

(i) *Subscription.*

Some library authorities consider library subscription as a source of revenue. But modern librarians especially those of the West

discount this view. They hold that charging of subscription from readers harms the cause of libraries since it discourages the already unwilling readers to register themselves as library members. Dr. S.R. Ranganathan fully subscribes to this view. He has very strongly advocated in many of his books the need for a free library service. He declared 'the Bill of Rights of library readers' as early as 1931 when he published his first book on Library Science viz. "Five Laws of Library Science". It is considered a classic on the subject. The evident proof of the inadvisability of considering subscription as a source of revenue has been aptly provided by the Report of the Advisory Committee for Libraries, Government of India. It describes such libraries as 'Stagnating Pools'.

(ii) Endowments and Private Benefactions.

The other popular source which is very often tapped in the U.S.A. is the acceptance of endowments and other private donations. The Carnegie Trust did the pioneering job in establishing various libraries and helped them to stand on their own feet by providing huge amounts for the purpose. But as explained above, the library financial demands are staggering and recurring in amount and nature. Endowments, which can never be expected regularly, will be quite insufficient. As such, dependence upon endowments would tantamount to signing a suicidal pact. These endowments should be used in meeting the cost of erecting buildings and for providing the initial stock of books and furniture, fittings and other equipments etc. These may also be used as non-recurring grants to be used for special projects. (However, their dividends can be used for meeting recurring expenses to some extent.

(iii) Library Rates.

This source has been tapped by almost all the Western countries. Their library systems are based on local rates since the library service there is considered as local service. This source has also been availed of by three Indian States. But library giants like L.R. Mc Colvin and Padmashri Dr. S.R. Ranganathan have proclaimed on the basis of their personal experiences that library rates alone cannot be sufficient to meet the daily growing demands of libraries. Moreover, most of the local areas differ in their taxable capacities and so uniform and standard library service throughout the country becomes difficult. Besides, the yield from local rates remains insufficient for the purpose. Though there is no harm in tapping this source, yet it should be augmented by other sources also.

(iv) Library Taxes.

Taxes differ from rates in the sense that the former are levied by the State or Central Governments whereas the latter are charged by local authorities. Taxes levied at State level bring sufficient amount. These are economical also since the overhead charges for their collection are lesser. Uniform rates of taxes can be levied thereby making it easier to provide standard and uniform library service in all the parts of the country. The taxes may either be a surcharge on existing taxes or a fresh levy viz., library cess may be levied. The assessment of the tax should be made preferably on the value of immovable property. House tax or Property tax is being taken as the basis for library cess/tax in the States of Madras (Tamil Nadu) and Andhra Pradesh. The Mysore Public Libraries Act, 1967 provides a broader base of taxation for library purposes. In a City Library Area, library cess in form of a surcharge on taxes on lands and buildings, octroi duties, taxes on vehicles and taxes on professions, callings etc. is levied. In the rural areas, surcharge is levied on taxes on lands and buildings alone.¹⁷⁴⁻¹⁷⁶

(v) Government Grants.

One school of thought has advanced a theory that library service is one of the essential services. The government of the day has to make available regular budget grants as is done for other Departments like Education and Medical. No doubt, this view-point is correct, but alas ! they lose sight of the necessity of perennial supply of adequate finance. It can be ensured only by a proper legislative enactment. Moreover, the whims and caprices of the executive have many a times in the past and may, in future also, jeopardise the very existence of a library. A library service should be impersonal and impartial in the right sense of the words. It should be free from party politics gales. The government, if not prepared to take this enormous duty, will, I am sure retrace its steps within a short time. In the Punjab Government Budget of the year 1963-64 free education was withdrawn partially. It seems that in the absence of a perennial supply of finance, the government felt the necessity of taking this retrograde step. In my opinion, the government should provide for initial expenditure while recurring demands of the libraries should be met from the proceeds of library taxes and rate. Secondly, government should encourage local authorities to collect more funds by giving them incentives by

providing matching government grants. The government should also make up financial deficiency in backward areas so that uniform library service is provided to all persons in the country.

(vi) *Gifts.*

Libraries, sometimes, receive gifts, both in cash and/or kind, from various sources. Generally, people with charitable bent of mind and those who love learning and believe in imparting learning to their fellow-beings donate a good number of books from their own collections. The idea behind such donations seems to me to put the books to better use. If books are allowed to remain in private possessions these may not be used by many people. But this source is simply complementary and supplementary and cannot be considered as primary and substitutionary. As such, library financing policies should not in any way be modified due to this source.

(vii) *Fees and Fines.*

Libraries, generally, take resort to the realization of certain fines and fees when the members either lose the books and/or do not conform to the library rules and do not return the borrowed books within time. Subscription, as already mentioned above, should not be and cannot be considered as a source of revenue. The income from this source will be very meagre. It would hamper better use of books since very few readers would like to pay subscription. The reason for this phenomenon is that the reading urge is not so compelling as that of satisfying hunger. So if the people are asked to pay for reading, most of them would postpone their reading requirements. The income from fines and overdues would also be very meagre and it cannot be considered as a proper source of revenue.

Some bigger libraries publish and sell certain catalogues etc., but these also should not be considered as a source of revenue since these publications should be made available to the reading public on 'no profit and no loss' basis, so that people may be made interested in using the library resources. If this principle is accepted, the question of any income from this source does not arise.

7 2 2 Other Kinds of Libraries

The above-mentioned sources are generally tapped by public libraries but in case of academic libraries and other special libraries, the sources differ in one respect or the other. In the case of university libraries, the students are charged an annual subscription fee of

Rs. 3/- to Rs. 5/- in addition to their tuition fees etc. But I wonder if this income is diverted to the library funds in India. If this is done in right earnest, financial problems can be solved to some extent. The second source of revenue in the case of university libraries is the recurring grants of the respective university authorities. These authorities should keep in mind the growing nature of the library while providing funds for the university library. The University Grants Commission under the able guidance of Dr. C. D. Deshmukh (now Dr. D S. Kothari) has provided enough funds for the university libraries in order to enable them to stand on their own legs.¹⁷⁷ If this kind of interest and professional guidance as given by doyens like Dr. S. R. Ranganathan, is made available, the future of university library finance would be bright. In case of college libraries, the sources of finance include the subscription fee charged from the students and the annual recurring and non-recurring grants from the State Governments or the governing bodies of the denominational institutions. In India, a sizable part of the Amalgamated Fund collections is not at present being diverted to augment the scanty college library funds. In some college libraries, the book fund does not exceed a few hundreds of rupees which is one of the main factors responsible for the poor condition of the college libraries in the country. The State Governments and other managing authorities also do not provide funds for the purchase of books and reading material. It needs a serious consideration on the part of Library Science pundits and library authorities. However, U. G. C. has helped college libraries financially.¹⁷⁸

The source of library finance in case of special libraries is the grant from the institution concerned. But this is generally not enough. It would be proper if some central and regional special libraries in various fields are established and these are financed jointly by the respective institutions and by the Central and State Governments. The technical know-how of the workers and researchers can thus be improved by providing them with latest and authentic source materials. The Council of Scientific and Industrial Research is the proper agency to look after the financial needs of the special libraries in India.

7.3 Methods of Financial Estimation

The following are the three methods of finding out the amount of finance required for providing satisfactory library service.^{179, 180}

7 3 1.1 Per Capita Method

In this method, a minimum amount per head of population is fixed which is considered essential for providing standard library service. This minimum is fixed taking into account the figures arrived at by means of cost-accounting. The educational and cultural development of a community and its future needs are taken into account. In other words, a community which is highly organized and is educationally well-advanced requires books and other reading materials of a higher order. Naturally, the expenditure *per capita* rises in this case. On the other hand, a backward community, at least in the initial stages of its development, may do well with lesser number of advanced treatises. The salary levels of the library staff in relation to other services and the average cost of publications are taken into account for determining this *per capita* limit.

The *per capita* estimate can be based either on the number of literate persons or adults. Some people maintain that only literates should be taxed since they alone use the library facilities. Others opine that if tax is also levied on illiterates, they will get incentive to become literate. The protagonists of the latter theory further point out that library does and should provide a potential library service to the illiterates also through social education, adult education and audio-visual programmes.

Another school of thought maintains that only adults should be asked to contribute since library service is to be provided for adults only. But they lose sight of the services which are provided for the children. They justify their contention by adding that only adults and major persons should be asked to pay for library service. Legally also, children cannot be compelled to pay since they lack capacity. But, the adults, especially the parents, owe a duty towards their children of providing necessary amenities to them. So they should pay for their off-springs also. This means that *per capita* income would include all living persons whether they are children, adults, aged or otherwise.

These propositions need practical explanations. Suppose, library service has to be provided for a city with a population of 1,00,000. The total finance @ Re. 1/- per head of population would be Rs. 1,00,000. This method is an *ad hoc* method since there is no

particular basis for levying such a tax except that of the number of persons living in an area. The population of an area can generally be divided as under :—

Infants upto 3 years	20% = 25,000
Children 3 years to 12 years	20% = 25,000
Adolescents 13 years to 20 years	20% = 25,000
Adults 21 years to 40 years	20% = 25,000
Old persons over 40 years	20% = 25,000

If we collect money per adult head of population only, the library services would be provided for adults only and the other categories of persons require no such service. But this approach will cut the roots themselves. Moreover, very meagre finance would be collected.

Suppose we apply the criterion of literacy. It means that only about 30% of the population, especially in India of to-day, can avail of the library services. This approach will have a crippling effect on the remaining 70% persons.

So, the safest method is to calculate library finance per head of population. This *per capita* rate can be collected on regional basis. The financial share of the Local, State and Central Governments may be in the ratio of 50 : 37 : 13, taking into account their financial capacity, constitutional obligation and the ultimate use of library services by them respectively.

In India, the *per capita* expenditure on public libraries was less than a naya paisa (5/6 paise) at the end of March, 1954.¹⁸¹ It rose to 3 paise per head in 1963-64.¹⁸² Dr. Ranganathan suggests 50 paise *per capita* expenditure.¹⁸³ In U.S.A. and U.K., the *per capita* expenditure on public libraries was Rs. 12.47 and Rs. 6.00 respectively in 1963.¹⁸⁴ In the former country, it rose to \$ 3.34. (About Rs. 25.00 at the present exchange rates). The ALA standard for 1964 was \$ 4.47 (About Rs. 33.50).¹⁸⁵ The standards for 1966 provide for more expenditure.¹⁸⁶ In U.K. in 1962, the Working Party appointed by the Minister of Education in March, 1961, basing its conclusions mainly on the recommendations of the Roberts Committee, suggested certain standards of public library service in England and Wales in terms of various services instead of *per capita* expenditure.¹⁸⁷

As regards the University and College Libraries in India, expenditure per student was Rs. 11.00 in 1950-51. It rose to Rs. 19.00 in 1961-62. It was expected to rise to Rs. 24.00 by 1965-66.¹⁸⁸ The U.G.C. Library Committee (1957) recommended that a University should provide Rs. 15.00 per student and Rs. 200.00 per teacher for acquiring reading materials for its library.¹⁸⁹ The Kothari Education Commission (1964-66), however, recommended that ".....as a norm, a University should spend each year about Rs. 25 for each student and Rs. 300 per teacher."¹⁹⁰ Dr. Ranganathan suggested that *per capita* expenditure on University and College libraries should be Rs. 20 per student and Rs. 300 per teacher or Rs. 50 per student.¹⁹¹

In the U.S.A., per student expenditure on college and university libraries was \$ 40.34 in 1959-60 which rose to \$ 52.75 in 1964-65.¹⁹² In U.K., the Parry Committee on University Libraries (1967) has recommended that ".....for an established library of 50,000 volumes in a university of 3,000 undergraduates, 1,000 research scholars and 500 teachers, the expenditure on the library should be of the order of £ 1,00,000 a year excluding the cost of the library staff."^{192 a}

7 3 2 Proportional Method

This method presupposes the acceptance of responsibility of providing library finance by authorities at various levels. A library authority considers it its normal duty and provides necessary money out of its regular funds. Generally, a particular minimum limit is fixed. The basis may be the total budget or the education budget of the authority. "..... the educational expenditure of a country is taken to be the capital spent for the erection of the edifice of literacy and the self-educating capacity of the nation, and the library expenditure is looked upon as the sum required to keep them in good repair. The library system also adds to the edifice, puts up further flats, so to speak, and helps in the increase of the wealth of the country."¹⁹³ No government/authority should grudge to spend such a meagre sum to conserve the costly edifice.

In India, various standards have been suggested for public library finance. Dr. Ranganathan suggested that either 1% of the total budget or 6% of the Education budget of a Local/State/ Federal Government, as the case may, should be earmarked for public library purposes.^{194, 195} The Working Group on Libraries suggested that

".....the provision for public libraries should be such that the annual expenditure thereon is in no case less than 1.5% of the total annual expenditure on education."¹⁹⁶ "In 1963-64, Indian States spent Rs. 6.40 *per capita* on education, but only 1/213 (.0047%) of this was spent on public libraries....."¹⁹⁷

In U.S.A., *per capita* expenditure on education was Rs. 804.00 in 1963-64, but only 1.55% of it (Rs. 12.47) was spent on public libraries.¹⁹⁸ The corresponding figures for U.K. were Rs. 176.00 and 3.41% of it (Rs. 6.00) in the year 1967.¹⁹⁹

As regards academic libraries in India, the University Education Commission (1948-49) had recommended that 6.5% of a university's budget would be a reasonable expenditure on libraries. But the position in 1960-61/1961-62 was not very happy in this respect. The Kothari Education Commission in its report pointed out that only one university spent more than 6.5% of its total expenditure on books and periodicals, 3 universities spent between 5% and 6.5%, 10 universities spent between 3% and 5% and the remaining universities less than 3%. It, however, revealed that ".....the expenditure on library in relation to total educational expenditure of the university has gone up from 1.88 per cent. in 1951-52 to 4.04 per cent. in 1960-61 by which time the grants provided by the U.G.C. had begun to make an impact."²⁰⁰ The Commission suggested that this expenditure "could vary say from 6.5 per cent. to 10 per cent. depending on the stage of development of each university library."²⁰¹ The XVII All-India Library Conference recommended that "In case of academic and special libraries the allocation should be 6 to 10 per cent. of the total annual budget..."²⁰²

In U.S.A., 3% of the total operating expenditure was spent on college and university libraries in 1959. It rose to 3.3% in 1963-64.²⁰³ In U.K., the Parry Committee recommended that ".....in a medium size university the annual cost of library provision should not be allowed to fall below 6% of the budget of the university."²⁰⁴

7.3.3 Method of Details

Another method of finding out the financial requirements of a library is called the 'Method of Details.' It implies that all items

of expenditure are accounted for while preparing financial estimates for a library. These items, besides others, include salaries/wages, reading materials-books periodicals and newspapers & other kindred materials ; binding & repairing ; heating, cooling and lighting, rents and interest ; posts, telegraphs and telephones ; and stationery and other contingent and miscellaneous items.

In case of Public Libraries in India, Dr. Ranganathan^{205,206} suggested a basis for estimating total library finance. He, first, divided it into Recurring/Current Expenditure and Non-Recurring/Capital Expenditure. Then for estimating Recurring Expenditure, he suggested that the public libraries should be classified into various categories in accordance with their respective functions, size etc. Their staff requirements—kinds of posts, their number, their salary scales etc, should be determined. The total annual amount should be found out by making provision for leave salary and provident fund/pension etc. To this amount, an equal amount is to be added as the sum required for the purchase of books and other reading materials, their binding, repair and maintenance and for meeting other library expenses. This would give us the total recurring expenditure of a particular library.

Similarly, the Non-Recurring amount is estimated by taking into account the sum required for library buildings, fittings and furniture articles, equipments and machinery, mobile vans and initial book stock etc. In his revised version,²⁰⁷ he suggested that the annual expenditure on the Public Library System of India would be to the tune of Rs. 226 crores. This includes Rs. 113 crores for staff salary and an equal amount (Rs. 113 crores) as the "cost of reading materials, binding and other expenses." The Capital Expenditure for the Public Library System of India would amount to Rs. 133 crores. This amount includes Rs. Rs. 97 crores for buildings, furniture and fittings, and Rs. 36 crores for librachines (mobile vans). For example, for the National Central Library of India, an amount of Rs. 18,200,000 has been estimated as the annual recurring expenditure. It includes Rs. 9,100,000 for staff salaries etc., and an equal sum for reading materials etc.²⁰⁸ The non-recurring expenditure for this library has been estimated as Rs. 50,00,000.²⁰⁹

The Advisory Committee for Libraries, Government of India followed almost similar method for estimating the financial requirements for establishing a country-wide Public Library System. It

based its estimates upon the 1951 census figures and stated that, "The total expenditure on the staff on the basis of I, II and III¹²⁰ for the whole country comes to approximately Rs. 10 crores. The world over the average recurring expenditure on a library in items other than staff (books, lighting, maintenance etc.) is equal to that on the staff. So the total recurring expenditure for a year for a universal library service would be Rs. 20 crores..... To do justice to the present population and especially the more-than-proportionate increase in urban population, the figures of Rs. 20 crores would have to be raised to Rs. 23 crores (15% in a decennium)."²¹¹ Similarly, "Buildings, furniture, and other capital expenditure would need an equal amount, that is to say, an amount of the order of Rs. 22/23 crores."²¹²

In U.S.A., the total library finance required for a public library unit/system is based on the population of a library area. For it the staff requirements are estimated. Besides, the amount for the book collection and kinds of services to be provided, is estimated. These estimates are based upon the ALA Public Library Standards.^{213, 214}

In U.K., while estimating library finance, main stress is laid on the area and the number and kind of books required for a library unit/system and the amount of money spent on books. For example, the Roberts Committee (1957)²¹⁵ recommended that "non-county borough and urban district councils at present library authorities which were spending on books (at 1958 prices and excluding the cost of binding) £50,000 or 2s per head of the population, whichever was the greater, and which were otherwise providing a satisfactory library service....." should be allowed to work as local library authorities.²¹⁶ "Basing themselves largely on evidence put forward by the Library Association, they envisaged an annual acquisition of 3,000 adult non-fiction titles and another 3,000 titles to cover adult fiction and children's books. They estimated the cost of these 6,000 books at about £3,600. Allowing an additional £1,400 for duplicates and replacements, they stated that "if the public in any area is to enjoy reasonable access to books of general significance, the smallest library authority should be able to spend not less than £5,000 a year on the purchase of all kinds of books for the public library."²¹⁷

Analysing the recommendations of the Roberts Committee, the Report of the Working Party²¹⁸ recommended an annual addition of "250 volumes per thousand population served (including 90

volumes of adult non-fiction for lending and reference purposes) and annual additions in various categories which (excluding an periodicals) amount to 7,200 volumes. The first of these standards is intended to apply to all libraries, the second to those providing the basic service."²¹⁹ The Working Party has laid down certain standards for other services, buildings and staffing also. These standards²²⁰ are helpful in estimating the recurring expenditure for a public library unit/authority/area/system.

As regards academic libraries in India, the UGC Library Committee (1957) in its Report suggested a staff formula for finding out the quantum of library staff members of various categories required for college and university libraries. It has also laid down their respective qualifications and pay scales.²²¹ These have been revised for the Third and Fourth Plan periods by the UGC. So the total amount required for meeting the cost of staff can be estimated by this formula. As regards the cost of books and other reading materials, it has suggested a *per capita* expenditure of Rs. 15 and Rs. 200 per student and teacher respectively.

This Committee estimated that at the pre-war price level, ".....the total annual budget for the library of a university with 5,000 students and 500 teachers and research fellows should have been Rs. 350,000 out of which Rs. 1,75,000 would be spent on books, periodicals, and other kindred reading materials and Rs. 1,75,000 on staff."²²²

It further recommended that "in the case of a newly started university which is not more than five years old, an additional grant upto a sum of Rs. 300,000 may be given to build up the initial stock of reading materials, such as periodical publications, reference books, and advanced treatises."²²³

In view of the recommendations of the Kothari Education Commission (1964-66) "The total requirements for development of the University and College libraries during the Fourth Plan (old) would be of the order of Rs. 58.06 crores as detailed below :—"²²⁴

(i) Books and journals	Rs. 23.20 crores	(Total Rs. 36.25 @ Rs. 7.25 crores a year, less the existing provision of Rs. 13.05 crores for 5 years)

(ii) Foreign exchange requirements for foreign books and journals	Rs. 15.00 crores	(For the remaining 3 years of the 4th Plan (old) @ Rs. 5 crores a year)
(iii) Reading seats	Rs. 17.70 crores	(Total 4.25 lakh seats for 17 lakh students upto 1966-67, less the existing 1.30 lakh seats. Total cost for the remaining 2.95 lakh seats @ Rs. 600 per seat would be Rs. 17.70 crores).
(iv) Ancillary services	Rs. 0.25 crores.	(These services include (i) Duplicating and photo-stating facilities. (ii) Indexing and abstracting of important scientific journals. (iii) Book information service, and (iv) Union catalogue of the holdings of all the libraries in a University).
(v) Stacking and storage	Rs. 1.91 crores and	(Stacking, storing and service of the books during the 4th Plan (old) @ 5% of the cost of books).

Dr. S.R. Ranganathan suggested a total outlay of Rs. 111,000,000 for all the university libraries of the country during the 4th Plan (old) period according to the cheapest Model Plan.²²⁵ The bases of estimation are as follows :—

(a) Recurring Annual Expenditure for a University

(i) Reading materials	Rs. 20,000	(200 Advanced Books etc. @ Rs. 70 each and 100 learned periodicals @ Rs. 60 each).

(ii) Other expenditure Rs. 5,000 (For book binding, contingencies and Provident Fund contributions etc).

(iii) Staff salary Rs. 25,000

Total Rs. 50,000

(b) Non-Recurring/Capital expenditure for a University Library

(i) Library housing Rs. 2,000,000 (For housing a total of 400,000 viz. building, fittings and furniture volumes in a library).

Total Rs. 2,000,000

In U.K., the Sub-Committee of the Standing Conference of National Libraries recommended that "for a university of 4,000 students, there should be an overall budget of £ 98,055."²²⁶ This figure was revised to £ 107,860 (June, 1966) and to £ 118,646 (June, 1967).²²⁷ The Parry Committee seems to have accepted it.²²⁸

The latter Committee recommended that ".....for an established library of 50,000 volumes in a university of 3,000 undergraduates, 1,000 research scholars and 500 teachers, the expenditure on the library should be of the order of £ 1,00,000 a year excluding the cost of the library staff."²²⁹⁻²³⁰

In U.S.A., the operating expenditures on college and university libraries were to the tune of \$246,000,000 and \$276,000,000 for the academic years 1963-64 and 1964-65 (estimated) respectively. Out of it, the sums of \$ 145,000,000 and \$ 162,000,000 were spent on staff salaries and wages, \$ 79,000,000 and \$ 90,000,000 on books and other library materials, \$ 9,000,000 and \$ 10,000,000 on binding and \$ 13,000,000 and \$ 14,000,000 as other operating expenditures for the respective periods.²³¹ No financial standards seem to have been laid down for the college and university libraries in U.S.A.²³²⁻²³³

Out of three methods discussed above the last mentioned is dependable and authentic. The first and second methods are simple but are arbitrary, tentative and undependable. Each library has to choose one keeping in view its general and special circumstances.

7 4 Budgeting

7 4 1 Introduction

(A budget is an estimate of revenue and expenditure for the coming year. Estimates of possible income and expenditure of future year/years are reckoned and proper means for providing the requisite amounts are tapped.)

'The dual purposes of a budget are to limit expenditures to income and to assure wisely planned spending'.²³⁴ In other words, a proper plan is prepared in advance and many factors, which are likely to affect the economy in future, are taken into consideration and new proposals based on previous experiences are incorporated in the budget proposals.

(The need for preparing a budget is quite evident from the fact that a household which plans can prosecute its future undertakings to a great extent. On the other hand, a family which does not plan for the future seldom achieves anything tangible. Moreover, when a proper plan is prepared, the available resources are put to best use, otherwise all the money is frittered away without any good result.) Planning is essential because the economic resources are scarce and limited. A proper choice of priorities is to be made if maximum utility is sought. Librarians should also prepare their budgets so that essential services are provided to the citizens from whose pockets the necessary funds are procured for library purposes. Secondly, the public must know in advance as to what is going to happen of their contributions.

Budget is, no doubt, a different document from that of the Annual Financial Report or Statement. The latter is a medium to know as to what was achieved and what was not achieved during the previous year. It is, in fact, a factual statement of the previous year. (The budget, on the other hand, is an estimate only for the next year.)

Edward A. Wight,²³⁵ has provided a satisfactory analysis of a budget. He has mainly based it upon the recommendations of the Municipal Finance Officers Association of the United States and Canada.

7 4 2 Budgetary Classification

The Budgetary Expenditure can be classified on the following three patterns :—

7 4 2 1. Classification by Character

Here '*Character*' refers to the period of time for which the budget is prepared *e.g.* one year, two years, or current year, next year etc. On this analogy, the expenditure can be classified as current expenditure, capital outlay and debt repayments. Current expenditure is a sort of recurring and regular expenditure. It can be termed as an amount which is 'used up' during the year. Salaries, office and stationery supplies, heating, cooling, telephone and postage charges etc. are included under this head. Other items such as the purchase of books and periodicals, furniture and equipment and the erection of buildings etc. are included in 'capital outlay' because through this expenditure some tangible assets are acquired. These charges are also called as 'non-recurring', or 'contract contingencies' since these items may not be included in each year's budget. But the item for purchasing books and periodicals is generally included as regular expenditure, though it may vary from year to year.

The 'debt repayment' is not a recurring expenditure. But since it is repaid in instalments alongwith interest, it may be added under 'recurring' expenditure though it is generally considered as a special item and is included under 'non-recurring' heads.

7 4 2 2. Classification by Object

The second type of expenditure classification is based on the services rendered or materials acquired by libraries. One of the main items is salaries and wages of the regular and part-time staff employed for providing technical and public services. The materials, services or objects include the provision for books, periodicals and other kindred materials, their maintenance and binding, building, furniture and fittings and equipment for housing them and for putting them to best use. The third item includes the expenditure on administration and routine matters *i.e.* heating, cooling and lighting charges, postage, telephone, stationery articles and rent etc. The fourth item includes 'contract contingencies'. These are provided for rendering special services *e.g.* for arranging special conferences

and seminars, for providing documentation services etc. In India, generally this type of classification of expenditure is followed.

7 4 2 3 Classification by Departments

The third type of expenditure classification is done department-wise as follows

1. **Technical Section** which may further be divided into :—
 - (a) Acquisition.
 - (b) Classification.
 - (c) Cataloguing.
2. **Reference and Circulation Section.**
3. **Periodicals Section.**
4. **Office, etc.**

In this type of classification, provision is made for various activities of each department. This method gives an opportunity to the heads of the various library departments to gauge their requirements and watch their expenditure.

7 4 3 Practical Procedure for Preparing the Budget.

(Budget is not prepared within a day or two or by mere oral discussion, but it is a continuous job. All the requirements and policy decisions which are taken from time to time during the year are incorporated into an annual estimate. The following three ways may be adopted to prepare library budgets.²³⁶

1. By comparison with past expenditures ;
2. By budgeting in accordance with the work programme ; and
3. By using widely accepted standards and norms.

A proper procedure should be followed for ensuring a faultless budget. Successful implementation of various plans depends upon exact and faultless budget.)

7 4 3 1 Tips for successful budget-making.

1. A general budget file should be maintained. In it all policy decisions should be filed from time to time. It would

be better if the relevant decisions are recorded on bigger slips/cards and are kept in vertical files in a classified order.

2. Each section should be asked to maintain a budget file so that they can from time to time note down their financial requirements which are to be incorporated in the budget.
3. These records should be based on 'object classification' as mentioned above. In other words, each estimate must be detailed one and the minutest point should be taken into consideration before an estimate is actually sent finally to the Librarian.
4. All the departmental reports should be incorporated in a general budget form. It should be in accordance with the system of expenditure classification which has been adopted by the library and its authorities.
5. The Accounts Assistant should carefully do the cumulation work, so that an exact idea is got as to what total amount is required for each operating unit of service.
6. Similarly, the cumulation should be done for the sources of income so that it becomes easy to know the probable income.
7. The net amount required should be struck down by bringing out the difference between the estimated expenditure and income.
8. The budget estimates should be framed carefully. Plausible reasons should be advanced for each increased and/or decreased estimate so that only proper recommendations are incorporated in the budget.
9. Ways and means should be suggested for procuring additional revenue to meet the deficit.

7 4 4 Allocation of funds to various heads

Various standards have been suggested by experts/authorities for the allocation of funds amongst different heads of expenditure of a library budget. There was a time when very little consideration

For the public libraries of American towns with a population of 50,000, the allocation of expenditure according to the 'ALA costs of Public Library services in 1959' was as under :

Salaries and wages	68.8%.
Books and other materials	18.0%.
Miscellaneous costs	13.2%.

The composite index of costs of public library service for 1958 and 1965 was as under :—²⁴⁸

Composite scores	1958	1965	Change 1958-1965
Professional workers	24.0	33.0	9.0
Non-Professional	33.0	42.0	9.0
Custodial workers	7.0	9.2	2.2
Library materials	15.0	21.4	6.4
Other expenditures	21.0	23.2	2.2
Composite Index Score	100.0	128.8	28.8

It is evident that the expenditure on staff has been increasing and crossing 70% of the total expenditure.

(c) *Great Britain.*

In 1932, the public library expenditure was allocated as under :—²⁴⁹

(i) Salaries and wages	44%
(ii) Books	17%
(iii) Newspapers and Periodicals	4%
(iv) Binding	6.7%
(v) Rents and Loans	8.2%
(vi) Other expenditure	20.1%

But in 1961-62 it was suggested that the total annual budget for a public library serving a population of 16,000 should be about £10,000 *i.e.* @ 12s. 6d. *per capita*. The allocation should be as under :—²⁵⁰

(i) Staff	£5,000		50%
(ii) Books (British)	£2,375	23.75%	} 30%
(iii) Binding	£ 375	3.75%	
(iv) Periodicals & foreign books	£ 250	2.5 %	
(v) Bindings and other expenditure	£2,000		20%.

These estimates approximate to those of the recommendations of the Working Party Report.²⁵¹

In 1963-64, out of a total public library expenditure of £26 million for England and Wales, an amount of £6½ million or 25% was spent on books and periodicals.²⁵²

7 4 4 1 1 General Standard

In view of the recommendations of various experts and committees and actual expenditures, the allocation of the budget of a public library may be fixed as under :—

(i) Salaries and wages	50%
(ii) Books	20%
(iii) Periodicals and Newspapers	5%
(iv) Binding	5%
(v) Heating, Lighting etc.	2%
(vi) Rents, Loans, Insurance etc.	5%
(vii) Library supplies and other miscellaneous charges	13%

7 4 4 1 2 Specimen Budget Estimates for a Public Library for the year 1969-70 : (Population 1,00,000).

Income (in Rupees).

S. No.	Head of Account	Actuals for 1967-68	Budget for 1968-69	Revised Budget 1968-69	Budget for 1969-70
	(a) <i>Revenue Account</i>				
1.	Local rate	40,000	50,000	55,000	60,000
2.	State Government's Contribution	29,600	40,000	40,700	44,400
3.	Union Government's Grant	10,400	13,000	14,300	15,600
4.	Interest on Endowments	4,000	5,000	5,500	6,000
5.	Fines and Fees	3,500	4,800	5,500	6,500
	Total Revenue Receipts	92,600	112,800	121,000	132,500

Note : It is presumed that both the State and Union Governments together contribute to a Local Library Fund equal to the sum collected as Library cess Rate by each Local Library Authority in the ratio of 37% and 13%.

Income (in Rupees).

S. No.	Head of Account	Actuals for 1967-68	Budget for 1968-69	Revised Budget 1968-69	Budget for 1969-70
<i>(b) Capital Account</i>					
1.	State Government's Grant	8,000	9,600	11,520	13,824
2.	Union Government's Grant	35,000	42,000	50,400	60,480
3.	Loans	20,000	24,000	28,800	34,560
Total capital Receipts		63,000	75,600	90,720	108,864
Total Income		155,000	188,400	211,720	241,364

Expenditure (in Rupees).

S. No.	Head of Account	Actuals for 1967-68	Budget for 1968-69	Revised Budget 1968-69	Budget for 1969-70
<i>(a) Recurring</i>					
1.	Salaries and Wages	46,000	56,400	60,500	66,250
2.	Books	18,400	22,560	24,200	26,500
3.	Periodicals and Newspapers	4,600	5,640	6,050	6,625
4.	Binding	4,600	5,640	6,050	6,625
5.	Heating and Lighting etc.	1,840	2,256	2,420	2,650
6.	Rents, Loans Insurance etc.	4,600	5,640	6,050	6,625
7.	Library Supplies and other miscellaneous charges	11,960	14,664	15,730	17,225
Total Recurring Expenditure		92,000	112,800	121,000	132,500

Note : The allocation of expenditure is done in accordance with the general standard given in Section 74411.

Expenditure (in rupees).

S. No.	Head of Account	Actuals for 1967-68	Budget for 1968-69	Revised Budget 1968-69	Budget for 1969-70
<i>(b) Non-Recurring</i>					
1.	Improvement of Salaries of the Staff	10,000	12,000	14,400	17,280
2.	Purchase of Reference Books	10,000	12,000	14,400	17,280
3.	Expansion of Library Building	20,000	24,000	28,800	34,560
4.	Furniture & Fittings	5,000	6,000	7,200	8,640
5.	Equipment and machinery	18,000	21,600	25,920	31,104
Total Non-Recurring Expenditure		63,000	75,600	90,720	108,864
Total Expenditure		155,000	188,400	211,720	241,364

7 4 4 2 Academic Libraries' Budget Allocation*(a) India.*

The UGC's Library Committee (1957) in its report²⁶³ seems to have suggested that 50% of the total expenditure of a University Library, should be spent on books, periodicals and other kindred reading materials while the other 50% should be spent on staff.

Dr. S R. Ranganathan suggests²⁶⁴ that the proportion of expenditure of a University Library budget on various items should be as under :—

Staff	50%
Books and other reading materials	40%
Other expenditures including P.F., binding and other contingencies	10%

For example, the budget allocation of the Punjab University Library for 1962-63 was as under :—

Total Recurring Expenditure	Rs. 3,30,000
(i) Salaries and Wages	48%
(ii) Books and Backsets of Periodicals	24%
(iii) Current Periodicals & Newspapers	15%
(iv) Binding	5%
(v) Lighting and heating charges	2.5%
(vi) Insurance	1%
(vii) Contingencies and other library supplies	4.5%

The budget figures for the Delhi University Library for the years 1963-64,²⁵⁵ 1964-65²⁵⁵ and 1965-66²⁵⁵ and 1966-67²⁵⁶ were as under :—

<i>Items</i>	<i>Years</i>			
	1963-64	1964-65	1965-66	1966-67
Total Expenditure (in Rupees)	5,73,000	11,57,000	10,89,000	10,54,585
(i) Staff	2,98,000 (52%)	3,06,000 (26.45%)	3,22,000 (29.56%)	3,29,193 (31.2%)
(ii) Books and Periodicals	2,15,000 (37.53%)	7,69,000 (66.46%)	6,85,000 (62.9%)	6,14,914 (58.32%)
(iii) Other charges	60,000 (10.47%)	82,000 (7.09%)	82,000 (7.54%)	1,10,478 (10.48%)

(b) *U.S.A.*

The budget allocations (actuals) in the College and University libraries of U.S.A. for the years 1959-60 to 1964-65 were as under²⁵⁷ :—

Items	Years				
	1959-60	1960-61	1961-62	1962-63	1963-64
					1964-65 (estimated)
1. Total operating expenditure	\$137,245,000	\$158,904,000	\$183,700,000	\$213,000,000	\$246,000,000
					\$276,000,000
2. Staff salaries and wages	84,175,000 61.3%	97,671,000 61.4%	111,400,000 60.7%	130,000,000 61.1%	145,000,000 58.9%
					162,000,000 58.6%
3. Books and other library materials	40,760,000 29.7%	48,301,000 30.4%	56,400,000 30.7%	65,000,000 30.5%	79,000,000 32.1%
					90,000,000 32.6%
4. Binding	4,852,000 3.6%	5,000,000 3.2%	6,200,000 3.4%	7,000,000 3.3%	9,000,000 3.7%
					10,000,000 3.8%
5. Other operating expenditures	7,458,000 5.4%	7,932,000 5.0%	9,700,000 5.3%	11,000,000 4.2%	13,000,000 5.3%
					14,000,000 5.0%

It is evident that the expenditures on staff salaries, books & other reading materials, binding and other charges range between 58.6% to 61.4%, 29.7% to 32.6%, 3.2% to 3.8% and 4.2% to 5.4% respectively.

7 4 4 2 1 General Standard

In view of the recommendations of various library experts and University and Education Commissions, the allocation of expenditure amongst various heads may be done on the following lines :—

1. Salaries and wages	50%
2. Books	20%
3. Periodicals	13%
4. Binding	7%
5. Lighting, Heating and Cooling etc.	3%
6. Library supplies and other miscellaneous charges	7%

7 4 4 2 2 Specimen Budget of a University Library for the year 1969-70

Income (in Rupees)

S. No.	Head of Account	Actuals for 1967-68	Budget for 1968-69	Revised Budget for 1968-69	Budget for 1969-70
<i>(a) Revenue Account</i>					
1.	University Grant	92,000	110,400	132,480	158,976
2.	Subscription fees	5,000	6,000	7,200	8,640
3.	Fines etc.	3,000	3,600	4,320	5,184
Total Revenue Receipts		100,000	120,000	144,000	172,800
<i>(b) Capital Account</i>					
1.	U.G.C. Grant	200,000	240,000	288,000	345,600
2.	State Govt. 50% contribution to U.G.C. Grant	100,000	120,000	144,000	172,800
3.	University's 50% contribution to U.G.C. Grant	100,000	120,000	144,000	172,800
Total Capital Receipts		400,000	480,000	576,000	691,200
Total Income		500,000	600,000	720,003	864,000

Expenditure (in Rupees)

S. No.	Head of Account	Actuals for 1967-68	Budget for 1968-69	Revised Budget for 1968-69	Budget for 1969-70
(a) <i>Recurring.</i>					
1.	Salaries and wages	50,000	60,000	72,000	86,400
2.	Books	20,000	24,000	28,800	34,560
3.	Periodicals	13,000	15,600	18,720	22,464
4.	Binding	7,000	8,400	10,080	12,096
5.	Lighting, Heating and Cooling etc.	3,000	3,600	4,320	5,184
6.	Library Supplies and other miscel- laneous charges	7,000	8,400	10,080	12,096
Total Recurring Expenditure		100,000	120,000	144,000	172,800
(b) <i>Non-Recurring.</i>					
1.	Initial Book Stock	100,000	120,000	144,000	172,800
2.	Furniture and Fittings and Equipment	50,000	60,000	72,000	86,400
3.	Library Building	250,000	300,000	360,000	432,000
Total Non-Recurring Expenditure		400,000	480,000	576,000	691,200
Total Expenditure		500,000	600,000	720,000	864,000

7.5 Accounting**7.5.0 Factors and Purposes**

In accounting, the following factors are taken into consideration :—

(i) Kind of financial information required.

- (ii) Kinds of financial records which are to be maintained.
- (iii) Preparation of financial records.

The main purpose of maintaining financial accounts is to ensure accurate and adequate information. It is helpful for determining the efficiency of the administrative machinery. These purposes may be :²⁶⁸

- (i) To serve as an aid in the preparation of annual budget.
- (ii) For controlling the budget operations.
- (iii). For studying internal efficiency.
- (iv) For conserving the assets.
- (v) For planning future activities.
- (vi) For reporting to the Local Government and the public.
- (vii) For having comparisons with other libraries.

7 5 1 Rhythm of Expenditure

It is a general complaint that the budget provisions are not fully utilized within the time limit. In government departments, the grants, especially non-recurring ones, are released some time in March and the departments are expected to utilize these grants by 31st March. Some steps are being taken now-a-days to do away with this practice. University Grants Commission has accepted its Library Committee's recommendations, regarding the extension of time limit for spending grants from 12 months to 17 months and for releasing the grants in the earlier part of the financial year. The proper way out is to have a regular vigilance over the expenditure. The expenditure should be spread over the whole year. Placing of orders for books etc. should be a weekly job instead of annual one as is otherwise generally followed in many libraries. These libraries, instead of spending the amount throughout the year, rush up for purchases in the month of March only.

7 5 2 Accounting Procedures

To ensure proper utilization of grants, an Account Register should be maintained to watch the expenditure. A Ledger should be maintained with double entry system. Receipts and expenditure

items should be entered regularly in the said ledger. In addition to this ledger, a Cash Book in which daily transactions are to be entered and a Budget Allotment Register, departmentwise and objectwise, should be maintained so as to know easily and accurately as to how much amount has been spent and how much remains in balance. A monthly statement should be prepared alongwith a progress report in which steps taken to utilize the grants should be indicated. The reasons for not utilizing the grants should be given so that some solutions may be found out to do away with the hindering factors. The U. G. C. while releasing grants asks for regular quarterly reports about the utilization of grants. The U. G. C. in one of its reports²⁸⁹ placed on the table of the Parliament revealed that many Universities had not utilized the U.G.C. grants within the time limit of five years.

7 5 2 1 Specimen Cash Book of Public Library 'A' for the year 1969-70

Date	Particulars of receipts	No. and date of voucher	Head of account to be credited	Amount
1	2	3	4	5
<i>Receipts</i>				Rs.
1-5-69	1. Balance brought forward			5,033.50
	2. Rates collected for the month of April, 1969	No. 10/A dated 29.4.1969	Rates & Taxes	557.50
	3. Overdue charges	Receipt No. 15 dated 1-5-69	No. XXX Fines & Fees No. XXXI	6.37
Total				5,597.37

Expenditure.

Date	Particulars of Expenditure	No. and date of voucher	Head of Demands	Amount Rs.
6	7	8	9	10
1-5-69	Books purchased for Rs. 2315.15 nP. from M/s. A.B.C. & Co., Delhi vide Bill No. 567 dated 23-4-1969	Cheque No. 513 dated 1-5-1969	Purchase of Books No. XXXVII	2,315.15
	Three wooden chairs for Rs. 90/- from M/s. Salwan Furniture Co. Patiala. Vide Bill No. 235 dated 23.4.1969	Cheque No. 514 dated 1-5-69	Fittings & Furniture No. XXXVIII	90.00
Total				2,405.15
Balance in hand				3,192.22
TOTAL				5,597.37

7 5 2 2 Specimen Ledger of Public Library 'A' for 1969-70

Receipts.

Date	Particulars of Bill	Head of Account	Voucher No.	Amount Rs.
1	2	3	4	5
1-5-69		1. By Balance in hand		3,192.22
		2. By Balance in Bank Account		25,123.55
1	Bill No. 13 dated 1-5-1969	3. By Fines and Fees	15	6.37
Total				28,322.14

Expenditure.

Date	Particulars of payment	Head of Demand	Voucher No.	Amount
6	7	8	9	10
1-5-69	To payment to M/s. ABC & Co. Delhi vide Cheque No. 513 dt. 23-4-1969 for Rs. 2315.15 nP.	Purchase of books XXXVII	3	2315.15
	To payment to M/s. Salwan Furniture Co., Patiala vide Cheque No. 514 dt. 1-5-1969, for Rs. 90.00 nP.	Purchase of three chairs	4	90.00
	To Balance			25916.99
Total				28322.14

7 5 2 3 Specimen Allotment Register of Public Library 'A' for 1969-70

Head of Demand.

Purchase of Books.

Detailed Head.

XXXVII.

Amount Allotted.

Rs. 30,000.

Date	Name of the Supplier	Bill No. and dt.	Amount of the Bill	Amount passed for payment	Total expenditure	Balance	Remarks
1	2	3	4	5	6	7	8
1-5-69	A.B.C. & Co., Delhi	B. No. 567 dt. 23-4-69	Rs. 2320.15	Rs. B.F. 2315.15	Rs. 4847.42	Rs. 25152.58	
					Rs. 7162.57	Rs. 22,837.43	

7 6 Budgetary Control

After the passage of the budget from the Council Meeting, the intimation in this respect is sent to the Librarian through the Library Committee. It allots funds to various heads. It may authorise the Librarian to spend the budgeted amount without prior sanction of the Library Committee or it may fix the limit of expenditure. The general practice is that the Librarian is

authorised to spend the budgeted funds, but beyond a certain limit, he has to get the prior sanction of the Library Committee.

The second check on the budget is the requirement of audit of accounts by which legality of incurring a particular sum for a particular purpose is found out. Proper sanction of the competent authority is seen. Stock entry of the item in question is also checked. It is also ensured that enough budget provision exists under a particular head. No excess amount is spent except by prior sanction of the Council. A statement of 'Savings and Excesses' is prepared after six months and a revised supplementary budget is got passed from the Council if there is an urgent need for providing an essential service.

7 7 Cost Accounting

In India, cost accounting is almost unknown in the field of library service. But those librarians, who have been to U.K. and U.S.A., realize the importance of cost accounting. However, a beginning seems to have been made by the Working Group on Libraries appointed by the Planning Commission.²⁸⁰

Any work or business cannot be successfully launched, if costs of preparing a certain article or providing a certain service are not found out. The planning would be haphazard and budget allocations would be faulty without cost accounting. Cost accounting enables an administrator to gauge and record all the constituent elements of cost involved in manufacturing a particular unit of an article or providing a particular service. Suppose, we acquire 100 books and make these available to the readers for use after necessary processing. In order to know the cost of processing one book, we must account for the net price of books, postage, stationery, the man-hours spent in terms of money paid as salaries to library staff members of the Acquisition Section, Technical Section and Circulation Section. The total cost thus arrived at should be divided by 100 and the resultant is the cost of providing one book.

7 7 1 Cost Accounting Surveys

The usefulness of cost accounting prompted various enthusiastic librarians to make surveys out of which the following are very important :—

- (i) 'A cost survey in a University Library' by Elinor Hand, 1930.
- (ii) 'Cost Survey of the University of California Library' by Harold L. Leupp. 1931.
- (iii) 'Library Cost Accounting' by Fremont Rider, 1935.
- (iv) Cost Accounting for Librarians : acquisition and cataloguing' by Robert A. Miller. 1937.
- (v) 'Library Costs and Budgets' by Emma V. Baldwin and William E. Marcus. 1941.
- (vi) 'Unit costs in a selected group of high school libraries' by Mary E. Crookstone. 1941.
- (vii) 'A survey of public library services in India.'²⁶¹

7 7 2 Advantages of Cost Accounting

Cost accounting is useful in the following spheres of library work :²⁶²

- (i) In making policy decisions on reliable account records.
- (ii) In fixing the charges for a hired labourer or to determine the cost of a lost book etc.
- (iii) Inefficiency and waste are eliminated because by comparing the alternative means of providing a particular service a lot of money can be saved if cheaper means are adopted. Suppose, Library 'A' classifies and catalogues its own collection of books while Library 'B' purchases printed catalogue cards from a central agency. The cost of technical processing in both the cases will reveal the real cost of the operation and will help in saving a lot of money by taking resort to one or the other method, as the case may be.
- (iv) An accurate budget is prepared on sound data. The estimates of expenditure must be accurate so that adequate amounts may be provided for the services. Statistical data is a very convincing medium for influencing authorities especially when an increased grant is asked for a particular department or purpose.

- (v) It provides faithful reports to the public and the authorities. It prepares them for paying willingly increased taxes, if necessary.

7 7 3 Methods of Cost Accounting

The following three methods may be utilized in finding out the cost of a unit of work or service or an article :—

- (i) *Theoretical cost* to be arrived at by assessing beforehand the following :—
 - (a) The service or work to be performed.
 - (b) The cost of goods, services and equipment essential for doing a particular job.
- (ii) *Ideal Standard* to be found out by providing favourable conditions for work.
- (iii) *Practical Cost* to be found out by actually doing a certain job and thus finding out the cost per unit of work or service.

7 7 4 Conclusion

Cost accounting is essential if adequate and standard library service is to be provided throughout the country and if efficient running of a library is to be ensured.

PART III

**TECHNICAL
SERVICES**

8 0 Technical services

THE library work may be divided broadly into two kinds of jobs *e.g.* work behind the scene and the work with the readers. The former type of work consists of acquiring, preparing and preserving the reading materials. It does not have any direct contact with the readers. The latter job implies actual service to the readers *i.e.* providing them with their requisite materials or information. The former includes acquisition, classification, cataloguing, binding and mechanical methods of reproduction such as photostating, microfilming etc. while the latter includes reference or readers advisory services and circulation processes and techniques. Generally, readers have got a very faint idea about the importance of technical services in a library since they do not have any chance to watch and judge the technical work, but it is beyond doubt that technical services are basically essential for successfully implementing any library activity.

Their importance has been felt during the recent past. Many important and valuable studies have been undertaken. Mr. Joseph L. Cohen submitted a thesis in 1951 to the Library School of Columbia University on the topic, 'Centralized Technical Processes Division in Libraries'. This study enhanced their value and in

1952/53, the Committee on Administration of the American Library Association, Division of Cataloguing and Classification, felt the necessity of further research into this problem. It requested the Association of Research Libraries and eight other public libraries to undertake the project. This team of workers issued a questionnaire and gave a report upon the existing conditions of technical services in American libraries and suggested certain remedies for their improvement.²⁶³ The necessity of streamlining these service was also felt due to the ever-increasing number of reading materials and their cost of preparation for use in the face of bleak budget provisions.

8 0 1 Desirability of a separate technical services division

"To evaluate a book and its author's purpose, to catalogue and classify it in its strategic place in the library's collection so that it may be most useful to the public, are tasks requiring a high degree of technical skill, intelligence, imagination and judgment. Administrators, laymen and public officials often fail to comprehend the vital role of cataloging and classifying process in to-day's library if they think of it as a routine clerical performance or one which can be done by mechanical devices. Quite the contrary. It is in the catalog department that intelligent librarians determine the scope and objectives of a book and the subject headings and other guide posts which bring it to the attention of the greatest number of readers and information searchers. Efficiency and economy are compatible with high respect for the intellectual content of the cataloger's contribution."²⁶⁴

In order to effect economy and to vouchsafe efficient working, a separate Technical Services Division is very much desirable. "The intent of putting all technical processes under the direction of an assistant director is to emphasize the essential unity of the whole process of acquisition and preparation of library materials..... Every effort and every device should be used to simplify routines and records and to expedite the flow of books through the various stages of preparation for use".²⁶⁵

8 0 2 Objectives and evaluation of technical services

It is essential that "the departmental objectives should be clearly understood, Three major criteria of accomplishment are :—

- (a) the promptness, after publication date, with which new books are made ready for readers ;
- (b) the good judgment shown in finding the sensible mean between elaborate bibliographical detail and insufficient detail to meet the needs of the great majority of a library's users : and
- (c) the cost of the technical services in time and money."²⁴⁶

The effectiveness of the Technical Services Department can be evaluated from the following :—

- (1) the time lag between acquiring, processing and placing the books on the shelves for use should be the minimum. In other words, if the books are acquired immediately on their publication and are processed for use without any loss of time, the services would be rated as effective.
- (2) Cost of acquiring, processing and putting the books to use should be the minimum. If standardised practices are followed or printed catalogue cards are purchased, the cost of processing per book will be very little, very few staff members will be required to process these books and the services would be economical, efficient and speedy.

8 1 Objectives and functions of an acquisition section

Knowledge is power and libraries are the reservoirs of this power. This power should never be kept unused, rather it is meant to enlighten the personality of the individual. This power is contained in books in the form of kinetic power. The books contain the wisdom of the philosophers and sages of many centuries. Libraries are the temples of learning, the doors of which are open to all without any distinction of caste, creed, sex, age or class. "The world of books is the most remarkable creation of man. Nothing else that he builds ever lasts ; monuments fall, nations perish ; civilizations grow old and die out ; and after an era of darkness, new races build others. But in the world of books are volumes that have seen this happen again and again, and yet, live on, still young, still as fresh as the day they were written, still telling men's hearts of the hearts of men centuries dead."²⁴⁷

The library implies the close collaboration of the trio *i.e.* the books, the readers and the staff. In fact, the books are basic material with which the readers are to be fed. The books have a pivotal position in the library world. Without books there will be no library worth the name. These libraries are to be fed with latest books and other kindred materials so that these may be saved from a curse of being called as 'Stagnating pools of water'. Stagnant water is sure to emit bad smell after some time. But if we literally believe this truism, of the Fifth Law of Library Science the libraries may be drowned in the flood of books. This forewarning has a galling effect. This is a bitter and hard truth. To cope with this phenomenal, growth we must follow the path of 'pick and choose'. The financial stringency is also one of the factors which is responsible for forcing us to think twice before we acquire a certain book. The books themselves are of various kind and suit various tastes and age-groups. Similarly, all libraries are not of one kind but are of different kinds and these have to fulfil different purposes. These have to cater to different needs of their special kinds of readers. All this makes us select suitable books only. While selecting books for a particular library, we should keep alive in our minds the purpose of the particular library and the means through which this purpose can be fulfilled properly. Our efforts should be to provide "best books for the largest numbers at the least cost" in view of the Five Laws of Library Science.²⁰⁸

8 1 1 Objectives of acquisition section

The acquisition of books is a pre-requisite for a library. "Future generations will probably blame us or praise us not for our fine catalogues, classification schemes, circulation systems, and reference techniques but for what we manage to save and pass on the them."²⁰⁹ This work is so important that it should be organised in such a manner that the reading material of maximum utility is acquired without any delay and at the minimum cost. This can be ensured only if a suitable section is organised and latest acquisition techniques are used. The first and the foremost essential of an acquisition programme is to decide the general objectives of an acquisition programme of a library. These objectives may differ in details from library to library but the following are considered to be of general application :—

1. A library should acquire and provide all the relevant reading materials to its clientele so that the basic function

of the library is fulfilled. For example, a University Library should procure all the reading materials needed by its research scholars for their research projects, besides books to fulfil curricular requirements.

2. A library should acquire all other books on the related topics. A University Library must procure books on borderline subjects also so that comprehensive reading material for research and study is made available.
3. A library should contain all the reading materials pertaining to the history and culture of a particular country, city, place or institution, as the case may be.

For public libraries, the basic objectives of an acquisition programme may be as under :—

1. The Book Stock of a public library must reflect the five basic objectives of the public library—education, information, aesthetic appreciation, recreation and research.
2. Book Selection for the public library should aim at meeting reading needs common to all communities as well as the specific needs of community.
3. The book collection should be conceived as a living and changing organism, subject to the inevitable processes of obsolescence, wear and tear and loss.
4. Procedure of book selection should be carefully planned and organised in every public library. Book selection should be an objective task, based on a wide acquaintance with literature and affairs, accurate knowledge of community needs, the existing book stock and available books in print.
5. Evaluation of the book stock of a public library cannot be dissociated from the effectiveness of its services, the qualifications and energy of its staff, the aggressiveness of the public relations programme and the location and physical aspects of library buildings and service outputs."270

8 1 2 Functions of an Acquisition Section.

The Librarian's job is to select, acquire, process and make available books and other kindred materials to the existing and prospective clientele. In fact, acquisition of the reading material is one of the important functions that a librarian is enjoined to perform. The following are the functions of an Acquisition Librarian, in addition to his general duties :

- "1. To develop procedures to meet the needs of the library.
2. To handle personally difficult or important correspondence or problems relating to the ordering of books, serials, documents, periodicals, maps, pamphlets, films and other materials.
3. To make recommendations to the faculty concerning book selection.
4. To consult with heads of other departments and divisions concerning book orders.
5. To notify the faculty of the non-expenditure of book funds.
6. To watch carefully auction, rare book, and second-hand dealers' catalogs for opportunities to purchase items on desiderata lists.
7. To have materials filmed or otherwise reproduced when they are out of print or otherwise unavailable in original.
8. To interview publishers' representatives, book dealers, collectors, and others who are interested in building up the University's book collection.
9. To read and appraise books and other materials and make recommendations for their acquisition.
10. To supervise the handling of all gifts and exchanges coming into the library." ²⁷¹

The following may be the additional functions of an Acquisition Section :

- "1. Maintenance and use of bibliographic aids peculiar to acquisition work (e.g. dealers' catalogues, trade lists, etc.).

2. Maintenance of order files, "In process" files, desiderata lists, and other records essential to acquisition work.
3. Making up, despatching, and filing of orders for books, Library of Congress Cards and other materials ordered through the department. (The necessity of ordering Library of Congress Cards or printed catalogue cards of some other central agency arises if the library in question has adopted unit card method for cataloguing).²⁷²
4. Receipt, handling and inspection of incoming shipments.
5. Packing and shipment of returns and exchange materials.
6. Any preparation of materials ordinarily done by the Department (*e.g.* stamping, perforating, and plating of books).
7. Preparation of bills for payment, book keeping, and other financial activities assigned to the department.
8. Preparation of accession lists.
9. Informing individuals recommending the purchase of the status of such recommendations.
10. Ordering and checking of periodicals and continuations.
11. Following up on items not promptly received."²⁷³

Though Acquisition Section of a library has a pivotal position in the organization, yet, "effective acquisitional organization requires not only that the physical surroundings be planned to speed the flow of work, but also that the principles of administration relating to centralization of homogeneous activities, direction, supervision and control be applied to its functioning."²⁷⁴

8 2 Relations with other sections

The work of the Acquisition Section cannot be effectively performed without adequate and willing co-operation of all other sections of the library.

8 2 1 Relation with the Processing Section

Acquisition Section is very closely connected with the Processing Section because both of these depend upon each other in one

way or the other. The Acquisition Section would like to get the help of the Processing Section in processing books quickly so that the catalogue is kept up-to-date and duplication checking is dependable. Moreover, it expects that the latter will keep the bibliographical tools up-to-date, so that in case of difficulties, the heads of the sections can meet easily. The Acquisition Section seeks the help of the Processing Section in detecting duplication which can be achieved by close collaboration of the Heads of both the Sections. The Processing Section Incharge should keep informed the Acquisition Section Incharge about the change of classification and cataloguing policies so that the persons entrusted with the duplication checking are properly informed about the changes, thereby avoiding unnecessary duplication.

The Processing Section would be glad to correct the mistakes of classification and cataloguing which may be found out at the time of duplication checking. In fact, the work of these two Sections is so supplementary and complementary that it is better if these sections are housed in one hall or atleast side by side or that these are connected vertically by a book lift so that lot of time is saved which would otherwise be wasted in transferring acquired books to the Processing Section for preparing them for use.

8 2 2 Relation with the Reference Section

The Reference Section is a place which the readers visit very frequently and present their problems to the Reference Section Incharge. These problems may be due to the lack of particular kinds of literature in the library which can easily be recommended for purchase by the Reference Section Incharge to the Acquisition Section Incharge. Similarly, Reference Section Incharge is in a better position to recommend for purchase those Reference Books which are required in the Section. The Reference Section Incharge can easily find out the tastes of the readers and he can, thus, help in improving the book selection policy. Reference Section can, on the other hand, gain a lot of knowledge by keeping close contact with the Acquisition Section and thus, readers can be guided in a better and satisfactory way.

8 2 3 Relation with the Binding Section

In case books are received in unbound from the book-sellers and or publishers, the Acquisition Section sends the books to the

Binding Section before these are sent to the Technical Section and in this way, wear and tear is avoided. If the service of the Binding Section is quick and efficient, the acquisition work can be facilitated to a great extent.

8 2 4 Relation with the Circulation Section

The Circulation Section and the Acquisition Section must maintain a very close contact between each other because it is the Circulation Section which is responsible for informing the Acquisition Section as to which books are required and how many copies of each of such books are required.

The smooth running of the library is dependent upon the close relation between these Sections because, if the requisite materials are not received and processed promptly, the library's regular services will be hampered.

8 3 Personnel

The Acquisition work is generally considered as a clerical job. "The work in any acquisition department is largely clerical (with approximately three clerks to one professional) although professional librarians are needed as well."²⁷⁵ Though the number of persons required in this section depends upon the size of the library, yet one professional should be made Incharge. He should be assisted by professional assistants, semi-professionals and clerks. The Incharge of this section should be very astute and wise. "The art of acquisition combines the talents of the detective, the diplomat and the businessman."²⁷⁶ In addition, he should be a scholar, a lover of humanity and books.

8 4 Book selection and its tools

8 4 1 Book selection

Book selection procedures differ from library to library due to peculiar circumstances of each library. The financial resources, the readers, their reading needs and tastes vary from library to library. Smaller libraries will be contented by simply drawing up a list of books for purchase once a year whereas in bigger libraries, this is a continuous job. Book selection is, indeed, a very responsible job. "Such

knowledge of books as will make it possible to select them intelligently and use them to the best advantage of the individual reader and the community is necessary to every librarian and to any worker with books who deals also with the reading public. Intelligent book selection for library use is based on definite principles and carried on with the tools planned for the purposes."²⁷⁷ These principles have been discussed in detail by Dr. S. R. Ranganathan.²⁷⁸

8 4 2 Book selection tools

An Acquisition Section Incharge without latest bibliographical tools at his desk is just like a soldier in the battlefield without his gun. This means that all possible source materials such as book trade lists, reviewing periodicals and other cumulative book indexes and lists should be acquired regularly. It is better if a standing order is placed for their acquisition. Though smaller libraries may not require and may not even afford to acquire all the important book selection tools, yet bigger libraries must equip themselves adequately with the necessary tools. All the important and latest bibliographical tools must be brought to the notice of the Library Committee. The following are some of the important bibliographical tools useful to book selection :

8 4 2 1 Books published in Great Britain²⁷⁹.

1. *Book-seller. London, J. Whitaker and Sons, 1858—1908. Monthly ; 1909—. Weekly.*

It contains each week the full list of British books as they are published, in an alphabetical arrangement, with full bibliographical details. The weekly has monthly, quarterly and yearly cumulations.

2. *Whitaker's cumulative book index. London, Whitaker. 1924--. Quarterly and Annual.*

It covers all British books published during the quarter. The entries are arranged in a classified order (alphabetical by subject). Separate author and title indexes are provided. Each entry provides the name of the author, title, imprint, collation, price and the class number by Dewey Decimal Classification. It has yearly cumulation.

3. *British Books in Print : The reference catalogue of current literature.* London, Whitaker, 1867—Irregular. (Previously known as 'Reference catalogue of current literature. Now it is called *British Books in print*).—Annual.

It provides information about 200,000 those British books which are in print and available from about 3,000 British Booksellers at a particular time. It has two volumes :

Vol. 1. Author Index *i.e.* author, editor & other collaborators.

Vol. 2. Title Index *i.e.* Title & subject forming part of the title.

4. *British Book News.* London, British Council 1940—. Monthly.

This is an important book selection tool for selecting books published in U.K. and the Commonwealth each month. It is selective in nature and reviews 250 best books only. The entries are arranged in a classified order. Each entry provides the name of the author, title, series, imprint, collation and price. A succinct review is also appended. Index is cumulated.

5. *Times Literary Supplement.* London, The Times (Daily Newspaper), 1902—. Weekly

It is a reviewing periodical. It covers mainly British books in humanities and social sciences. The reviews are given by subject specialists and are signed.

6. *ASLIB Book List.* London, ASLIB, 1935—. Monthly.

It provides a monthly list of about 70 recommended books on technical and scientific subjects. Entries are arranged in a classified order by UDC in four parts : Elementary, Intermediate, Advanced and Reference Books. Each entry provides the name of the author, title, imprint and collation. A short annotation is also given.

7. *British National Bibliography.* London, Council of British National Bibliography, 1950—. Weekly.

It covers new British publications of the week received at the British Museum under the Copyright Act. The entries are arranged in a classified order by Dewey Decimal classification (expanded). Alphabetical indexes of author and title are provided. Each entry provides DC class number, author's name, title of the book,

imprint, collation and series. Reference to previous edition is also made, wherever applicable. The entries are catalogued by A.A. Code. It has monthly, quarterly, yearly and quinquennial cumulations. The cumulation of the author index is published every month.

8 4 2 2 Books published in the United State of America.

1. Publishers' Weekly. New York, R.R. Bowker, 1872—.

It covers new American books published in the week. The entries are arranged alphabetically by author's name. Each entry provides the name of the author, title, imprint, collation and annotation. It is cumulated monthly as a title index.

2. American Book Publishing Record. New York, R. R. Bowker. Monthly.

It covers the entries of four issues of the 'Weekly Record' Section of the Publishers' Weekly. These are arranged in a classified order by Dewey Decimal Classification. It is cumulated annually in a classified order. Author and title indexes are provided.

3. Publishers' Trade List Annual. New York, R. R. Bowker, 1879—. Annual.

This list contains trade lists of various publishers of U.S.A. having uniform size, contents or arrangement. Generally, the arrangement is alphabetical by author. Now it is published into four volumes.

4. Books in print. New York, R. R. Bowker, 1948—. Annual.

It is an index of the Publisher's Trade List Annual. It is rearranged in different sequences under author, title and series. It provides information about books published in America which are in print at a particular time. Now it is published in two volumes. In vol. 1, entries are arranged by author and editor while in vol. 2, these are arranged by titles and series.

5. Subject Guide to books in print. New York, R. R. Bowker, 1950—. Annual.

It covers American books in print. The arrangement of entries is alphabetical by subject. Each entry gives the author's name, title, imprint and collation.

6. *A Reader's Guide and Bookman's manual : A guide to literature.* New York, R. R. Bowker, 1960—.

It covers books on various subjects. Each entry, besides giving usual information about the book, provides an annotation.

7. *Library Journal.* New York, R. R. Bowker, 1876—Fortnightly (Monthly in July and August).

It gives an annotated list of books on various subjects which are useful for libraries. It also provides a list of children's books. The arrangement is alphabetical by subject. Each entry provides necessary information about a book under its author and title.

8. *Book Review Digest.* New York, H.W. Wilson, 1905—Monthly (Except in February and July).

It gives the digest and index of about 4,000 book reviews published in about 70 English and American periodicals. The arrangement of entries is alphabetical by author's name. A separate title and subject index is provided. Each entry provides author's name, title, imprint, collation, price, description, annotation and quotation taken from one of the reviews. Indication of favourable and unfavourable review is given. It is cumulated into half-yearly, yearly and five-yearly volumes.

9. *Cumulative Book Index ; World list of scientific books in English language.* New York, H. W. Wilson, 1898—. Monthly (Except July, August and December).

Since 1928, it covers all English books published in the world. Government publications, pamphlets and ephemera are not included. The arrangement of entries is alphabetical by subject, author, collaborators, title, series in one sequence. Each entry provides the author's name, title, imprint, collation, price and LC card number. It is cumulated into half-yearly and two yearly volumes.

10. *Book List and subscription books bulletin.* Chicago, American Library Association, 1905—. Fortnightly (Monthly in August). (In 1956, the *Subscription Books Bulletin* was merged with the *Book List*).

It gives a selective list of books recommended by the ALA for public libraries. The arrangement of entries is classified by Dewey

Decimal Classification class numbers. An author and subject index is provided. An annual index for author, title, imprint, series is also given.

11. *The National Union Catalog. Washington, Library of Congress, 1948— . Monthly.*

It covers new printed books received in the Library of Congress and the titles reported by other American libraries. It excludes books covered by the National Library of Medicine Catalog and the Bibliography of Agriculture. The entries are arranged alphabetically by author. Each entry provides complete bibliographical information. It is cumulated into quarterly and annual volumes.

12. *The Library of Congress Catalog, Books : subject. Washington, Library of Congress, 1950— . Quarterly.*

It covers recently published books. The annual and quinquennial cumulations include books, included in the catalog since 1945. The arrangement of entries is alphabetical by subject. Each entry provides complete bibliographical information except notes and tracings which are found in the LC Author Catalog.

13. *Scientific, Medical and Technical Books, ed. by R.R. Hawkins 2nd ed. Washington, National Academy of Sciences, National Research Council, 1958.*

It covers selected books on scientific, medical & technical subjects published in the U.S.A. Each entry provides complete bibliographical information.

8 4 2 3 Books published in India.

(a) English Books

1. *Indian National Bibliography. Calcutta, Central Reference Library, National Library, 1957—. Quarterly. 1964—. Monthly.*

It covers all books published in India in English and other languages recognised by the Constitution of India. It is divided into two parts e.g.

Part 1. Non-government publications, and

Part 2. Government publications.

Each part is further divided into two Sections e.g. 1. Classified, and Alphabetical. Entries in the Classified Section are arranged by Dewey Decimal Class numbers. Colon numbers are also provided for each entry. The Alphabetical Section is arranged by author, title, collaborators, series etc. in one sequence. Each entry provides the D.C. class number, author, title, sub-title, imprint, collation, series, reference to previous editions, if any, the language of the book and the title in the original language. All entries are given in Roman script.

This bibliography is 'an authoritative bibliographical record of current Indian publications' received in the National Library under the Delivery of Books and Newspapers Act, 1954 (as amended in 1956). Monthly issues are cumulated into annual volumes. Besides, separate Language Annuals in respective scripts are issued through the State Governments.

2. *Impex Reference Catalogue of Indian Books. New Delhi, Indian Book Export and Import Co., 1960.—Supplement 1960-62.*

It gives a list of important books published and in print in India. The entries are arranged under broad alphabetical subject groupings in Section I and under author, title, catchword title and series in Section II.

3. *Indian Scientific and Technical Publications : Exhibition, 1960. A bibliography compiled by the National Library. New Delhi, Council of Scientific and Industrial Research, 1960.*

It is a select list of scientific and technical publications of India published in English and other Indian languages. The entries are arranged in a classified order in two parts. Part 1 contains published works in Indian languages and Part 2 has English books. Alphabetical indexes are provided besides one consolidated subject index.

4. *Documentation on Asia, ed. by Girija Kumar and V. Machwe. New Delhi, Allied Publishers, 1963—. V.I.—1960—. Annual.*

It contains a section on India. It is a comprehensive bibliography of current literature on Asia. The entries are arranged in order of geographical areas and sub-arranged according to subject.

5. *The National Bibliography of Indian Literature, 1910-1953.* New Delhi, Sahitya Akademi, 1962—.

It enlists all Indian publications of literary merit and abiding value published in four Indian languages e.g. Assamese, Bengali, English and Gujarati, in four separate volumes. The entries are in Roman Script. Annotations are given in English.

6. *Indian Books in print, 1955-67, compiled by Sher Singh and S.N. Sadhu.* Delhi, Indian Bureau of Bibliographies, 1968.

It is a select bibliography of English books published and in print in India. The entries are arranged in a classified order. Each entry gives author's name, complete title and other bibliographical details including price.

7. *Indian press index, with Book Review Supplement.* April, 1968—.

The Book Review Supplement contains information about the books reviewed in newspapers indexed in the Indian Press Index. Each entry gives author's name, title, publisher, year of publication, reviewer's name, newspaper's title, its date etc.

8. *Central and State Government's Lists of Publications.*

The Central and State Governments publish periodically various lists of books published by them respectively.

- (i) Catalogue of Government of India. Civil publications Delhi, Government of India Press, 1966. 761 P.

9. *Government Publications of India : A survey of their nature, bibliographical control and distribution systems,* by Mohinder Singh, assisted by J.F. Pandya. Delhi, Metropolitan Book Co., 1967.

It includes over 1,500 titles published by 250 Government of India Offices, Ministries and Departments including the Planning Commission, the Election Commission and the Union Public Service Commission.

10. *Publishers' Catalogues*—

(a) *Publisher's monthly. Delhi, S. Chand & Co.* It enlists books published by M/s. S. Chand & Co., Delhi.

(b) *Asia Bulletin. Bombay, Asia Publishing House, Monthly.*

This bulletin enlists the publications of M/s Asia Publishing House, Bombay.

(c) *Indian Publishers and Booksellers's monthly. Bombay, Popular Book Depot.*

It enlists important books published during the month by the publisher.

(d) *Oxford University Press Catalogue. New Delhi, Oxford University Press.*

It is a consolidation list of publications issued by M/s Oxford University Press.

(e) *Many other publishers, big and small, issue their lists periodically.* These include *Allied Publishers*, Atma Ram & Sons, MacMillan, Metropolitan Book Co., Orient Longmans, Sterling Publishers etc. etc.

11. *Booksellers' Catalogues.*

Many, big and small, booksellers issue lists of books stocked by them e.g.

(a) *UBS's catalogue. Delhi, UBS Publishers' Distributors.*

It publishes a consolidated list of books published by about 110 foreign and 150 Indian publishers—represented by the firm. It is a classified list by subject headings.

(b) *India Book House's catalogue. Bombay, India Book House.*

It publishes a catalogue of books of about 20 publishers represented by it.

(c) *Rupa & Co.'s Catalogue, Calcutta, Rupa & Co.*

The catalogue enlists books published by many publishers represented by the firm.

12. Other Publications.

(b) Books published in Indian Languages

(i) Assamese.

1. *Jatiya Granthasuci. Shillong, Assamiya Vibhag (Assam), 1960—, Annual.*

It is a State Bibliography of books published in Assamese language. It is adopted from the Annual cumulation of the Indian National Bibliography issued by the Central Reference Library, National Library, Calcutta. The entries are arranged by DC Class numbers. Colon numbers are also given.

2. *The National Bibliography of Indian Literature, 1901—1953. New Delhi, Sahitya Akademi, 1962—. (Details under section 8423 (a) (5).*

(ii) Bengali.

1. *Jatiya Granthapanji, Calcutta, Bengali Bibhag, (West Bengal). 1958—Annual. Quarterly (From 1964).*

It is a State Bibliography of books published in Bengali language. It is adopted from the Indian National Bibliography. The entries are arranged by DC Class numbers. Colon numbers are also given.

2. *Nirbacita Bangla Granther Talika. Calcutta, Bengal Library Association, 1962.*

It is a select list of 2,354 Bengali books in print. Entries are arranged in a classified order. An alphabetical author-title index is given.

3. *The National Bibliography of Indian Literature, 1901-1953. New Delhi, Sahitya Akademi, 1962—. (Details under Section 8423 (a) (5).*

(iii) Gujarati.

1. *Rastriya Granthasuci. Ahmedabad, Gujarati Vibhag (Gujarat), 1958—Annual. Monthly (From 1964—).*

It is a State Bibliography of books published in Gujarati

language. It is adopted from INB. The entries are arranged by Dewey Decimal Classification. Colon class numbers are also given.

2. *Ath Hazar Gujarati Pustakano Vargikrut Namavali. Baroda, Pustakalaya Sahayak Sahakari Mandal Ltd., 1929. 2 Vols.*

It is a select list of 8,000 books in Gujarati language. The entries are arranged in a classified order.

(iv) *Hindi.*

1. *Rastriya Granthasuci. Hindi Vibhag (Uttar Pradesh). 1958—. Annual.*

It is State Bibliography of Hindi books. It is adapted from INB. Its arrangement is classified by DC numbers. Colon numbers are also given.

2. *Hindi Grantha Suchi. Patna, Sinha Library, Bihar, 1952.*

It is a Bihar State Government publication. It enlists Hindi books.

(v) *Kannada.*

1. *Rastriya Granthasuci. Bangalore, Kannada Vibhag, (Mysore). 1958—Annual. Quarterly (From 1963—).*

It is a Mysore State Bibliography of books published in Kannada language. It is adopted from INB. Its arrangement is classified by DC. Colon numbers are also given.

(vi) *Malayalam.*

1. *Desiya Granthasuci, Trivandrum, Malayala Vibhagam (Kerala). 1958—. Annual.*

It is Kerala State Bibliography of books published in Malayalam language. It is adapted from INB. Its arrangement is classified by D.C. Colon numbers are also given.

(vii) *Marathi.*

1. *Rastriya Granthasuci. Bombay, Marathi Vibhag, (Maharashtra). 1958—. Annual.*

It is a Maharashtra State Bibliography of books published in Marathi language. It is adapted from INB. Its arrangement is classified by D.C. Colon numbers are also given.

2. *Marathi grantha suchi, 1800-1937*, ed. by Shankar Ram Chandra Date. Poona, 1943.

It is a bibliography of books published in Marathi language during the period 1800—1937.

(viii) *Punjabi*.

1. *Rastriya Pustaksuci. Patiala, Punjabi Bibhag, (Punjab). 1958— Annual.*

It is a Punjab State Bibliography of books published in Punjabi language. It is adapted from the INB. Its arrangement is classified by D.C. numbers. Colon numbers are also given.

(ix) *Tamil*.

1. *Intiya Teciya nul Vivarappattiyal, Tamilppakuti, Madras (Tamil Nadu). 1959—. Annual.*

It is a Tamil Nadu (previously Madras State) Bibliography of books published in Tamil language. It is adapted from INB. Its arrangement is classified by D.C. numbers. Colon numbers are also given.

(x) *Individual publishers & booksellers bring out lists of books published and/or stocked by them. Few of them are as follows :—*

1. Chowkhamba Sanskrit Series, Varanasi.
(Publishes Sanskrit & Hindi Books).
2. Varanasi Hindi Pracharni Sabha.
(Publishes Hindi Books).
3. Atma Ram & Sons, Delhi.
(Publishes English and Hindi Books).
4. Raj Kamal Prakashan, Delhi.
(Publishes Hindi Books).
5. Raj Pal & Sons, Delhi.
(Publishes Hindi Books).
6. Metropolitan Book Co., Delhi.
(Publishes English and Hindi Books).

8 4 3 Book Selection Committee

The book selection work is a very responsible job. The success or failure of a library's programme depends upon it. If good books are selected, a library becomes popular. If bad and cheap books are selected, the prestige of the library will dwindle down. This factor has got a tremendous effect upon the organisation of the book selection programme.

In the past, librarians generally were not well-qualified and they were not professionally trained. They were considered merely custodians of books which were given in their charge. They were not generally associated with the book selection programmes and policies. The book selection work was entrusted to other persons who were experts in various fields of knowledge. This group of experts constituted a Book Selection Committee. In academic libraries, this procedure was more common since Heads of various teaching departments, being proficient in their respective subjects, were asked to recommend books for purchase in their respective libraries. In the public libraries, on the other hand, the public men, who were eminent in one field or the other, were asked to help in the book selection work of the public library of a locality.

Later, librarians began to get professional training in the art of librarianship. Academically brilliant persons started coming to the profession. They were asked to look after this job. But since a librarian, like any other individual could not be proficient in all the fields of knowledge, it was considered essential to constitute a Book Selection Committee and the librarian was expected to use his knowledge in scrutinizing the lists with a view to delete duplicate items. He was expected to procure the remaining books within the least possible time because he knew the book trade channels and procedures. The Book Selection Committee, though, is useful for having a balanced stock, yet its nature of duties should be advisory instead of mandatory.

A Book Selection Committee in academic libraries generally consists of the Heads of various teaching departments, but in practice only two or three senior staff members of an academic institution constitute the Book Selection Committee or the Head of the Institution directly controls this work on the advice of the librarian.

In the university libraries, though in theory all the Heads of the Departments are supposed to constitute this Committee, but, in practice, each Head of the Department is made responsible individually for recommending books for purchase on subjects relating to his department. In public libraries a Book Selection Committee consisting of educationists and public men is found. It, generally, approves the lists presented to it by the librarian. This system is good in, at least, one respect. The librarian is able to know, on the spot, the reading needs of his readers. His 'say' in the book selection work is rewarding.

The Committee should ensure that no book which is either below standard or is proscribed or which offends the religious feelings of members of one or the other community, is sanctioned by it. Moreover, it should ensure with the active co-operation of the librarian that stock of every subject remains balanced and no undue importance is given to any one subject without a proper and adequate reason.

8 4 4 Selection procedure

The librarian gets suggestions for purchase of books in the following ways ;

1. Suggestions of the Heads of departments (in case of Academic and Special Libraries).
2. Suggestions of the members of the Library Committee (in Case of Public Libraries).
3. Suggestions of the Library Staff.
4. Suggestions of the readers.

Acknowledgment letters are written to the persons who have made certain suggestions. All these suggestions are collected together under various subject headings and proper consolidated lists or book selection cards are prepared. All the necessary bibliographical details are filled in by consulting the above-mentioned book selection tools.

SPECIMEN OF A BOOK SELECTION CARD

Call No. (Recto) Acc. No.
 Author.
 Title.
 Edition. Publisher. Year.
 Published Price. No of copies required.
 Signature of the competent authority.
 Librarian's Orders.
 (Verso)
 Supplier.
 Cost. Foreign (if any). Indian
 Checking date.
 Order No. dated.....
 Receipt Date.
 Bill No. Date. Amount.
 Passed for Amount. Voucher No. & Date.

SPECIMEN OF A BOOK SELECTION LIST

S. No.	Author	Title	Edition	Publisher	Price
1.					
2.					
3.					
4.					

In some libraries, the book selection work is done in the end of the financial year which is a wrong procedure. If it cannot be made a daily feature, it must be considered as a weekly job so that the readers are supplied with the latest publications just after their release and thus their reading interests be retained.²⁸⁰ The "Work flow in University and College Libraries." Seminar held under the U.G.C. also approved of this rhythm.²⁸¹

These lists or cards are first arranged alphabetically by author under various subjects and are checked with the public catalogue (or official catalogue, if any). Those items which are found in the catalogue, are deleted from the list or the cards are crossed. The remaining cards are then checked with other sequences such as gifts sequence and order sequence *i.e.*, the cards showing the details of books which have been either received as gift or for which orders have already been placed. Those items found out from these sources are deleted. If duplicate copies are required, it is noted down on the lists or cards and a proper check is made to ensure that only as many copies are retained in the list or cards as have been recommended or are required otherwise.

The list is sent to the Library Committee by the Librarian for latter's approval. The Library Committee meetings are held periodically, generally monthly. The Librarian presents these lists with his remarks as to the availability of funds etc. and the formal sanction of the Committee is secured. In case of academic libraries, the original recommendations are generally considered to be the final sanction for purchase and order lists are prepared after duplication checking.

8 5 Order Work

8 5 1 Rates of Supply

Many systems of book purchase are prevalent in India and abroad. In U.K., a 'net book agreement' is in force *i.e.*, the books are sold at the net published prices and no trade discount is allowed to the libraries. In India, a tender system is in vogue by which every list is sent to various booksellers and the order is placed with the firm offering lowest quotation for each book. Another system, commonly followed in India, is the inviting of quotations for the supply of books in the beginning of the year, preferably prior to the commencement of the financial year. Various quotations for rates of conversion (in case of foreign books) and the percentage of trade discount in case of Indian books are invited from important booksellers of the country. Due to import licence difficulties, it is deemed advisable to put this responsibility upon the booksellers.

The third system followed by many important libraries of the country is the appointment of a vendor for a specified time, gene-

rally for a year or two or till he continues to supply the books efficiently and at the approved rates. All these quotations are tabulated and the rates are got sanctioned from the competent authority.

SPECIMEN OF A QUOTATION LETTER

Name of the Library.....

To

Dear Sir,

Kindly let this library know by.....date.....the rates at which you can supply books to this library. You must specify the rates as follows :—

(a) *Foreign Books*

Conversion rates

1. Shilling ...
2. Dollar ...
3. Other foreign currencies ...

(b) *Indian Books*

1. English	Discount
2. Hindi	Discount
3. Punjabi	Discount
4. Sanskrit	Discount
5. Other languages	Discount

(c) *Postage and other freight charges*

8 5 2 Allocation of Book Fund

A regular Allocation Register is maintained in big libraries and the amounts allocated by the Library Committee for the purchase of books are noted down against each subject/department and all the amounts spent on account of purchase of books are debited to the account of each subject/department and balances are brought out up-to-date. The specimen of the Register is given below :—

SPECIMEN OF AN ALLOCATION REGISTER

Subject/Department.....Amount allocated.....for.....year.

Sr. No.	Date	Voucher No.	Amount	Total	Balance available	Remarks.

At any time, the balance amount available for each subject/department can be found out from this register.

8 5 3 Ordering Procedure.

8 5 3 1 Inquiry System

Many copies of the list of selected books are got typed and are circulated amongst important booksellers in order to know as to whether they can supply the required books. If so, at what rates and within how much time, these can be supplied by them? The specimen of this circular letter is given below. It is better if it is got printed so that the time of the staff is saved which is sure to be wasted if it is to be got typed each time.

SPECIMEN OF AN INQUIRY LETTER

Name of the library

No.....Dated the.....196.....

To

M/s.....

.....

.....

Dear Sir,

Kindly let us know if you can supply the following books or those given in the attached list. If so, within how much time and at what rates? This reply must reach us within a week of the receipt of this letter.

Kindly acknowledge the receipt of this letter.

Yours faithfully,
(Librarian)

The utility of this kind of circular letter is that it can easily be ascertained as to which books out of the want list are available in ready-stock with a particular bookseller and at particular prices. By tabulating the replies received from various booksellers, the orders are placed with concerned book-sellers and thus lot of time and money is saved. Moreover, sometimes crafty and clever booksellers in order to capture the market quote lower rates. But they cannot supply the books within time. By this method, either such book-sellers will not quote for those books which are not available with them in ready-stock, or if they do quote, they can be exposed within no time because, when asked to supply the books within a week or so, they will show their helplessness.

Secondly, when it is known that particular books are available in ready stock with particular booksellers, these can be ordered straightaway with them. In this way, unnecessary correspondence is avoided which is otherwise necessary if the orders for books are placed with some booksellers without making an inquiry as to whether these booksellers have got in stock particular books or not. Further, books can be secured at competitive and even sometimes lower rates.

Thirdly, in this way, it can be ascertained as to in which subjects a book-seller specializes and orders for books in the specific subjects can be placed with him directly. This saves lot of time and energy.

8 5 3 2 Other Systems

Another system followed in some libraries is that at the beginning of each year, one or two standing vendors are appointed and all the book orders are placed with him/them and it is his/their duty to procure all books. Foreign books may be obtained direct from the publisher, wholesale or retail, exporter or publisher's local branch or agent.

8 5 4 Placing of Orders

The second stage of order work consists in placing orders for particular books with specific book-sellers. Order lists are prepared subjectwise generally in triplicate. The original copy is sent to the bookseller, the second copy is sent for information to the Head of the Department or other person who recommended the books in question. The third copy is kept in the office file. In the

Columbia University Library eight copies of the order slips are prepared.²⁸²

These slips are used for the following purposes--

1. Record copy.
2. Controller's copy.
3. Original purchase order.
4. Outstanding Order Record.
5. Departmental copy.
6. Rider copy order information service.
7. Claim copy.
8. Dealer's Report slip.

"The fan-fold or multiple order form has been used as an effective order device in larger libraries. Nevertheless, in certain circumstances a list type of order will prove to be better suited, as in the case of blanket orders, Farmington Plan Orders, and 'Locate and quote' lists.²⁸³ The S.N.D.T. Women's University Library, Bombay uses three such slips for order work.²⁸⁴

The typed order list form stipulates certain conditions which the book-seller/vendor must fulfil, otherwise the supply can be rejected and the cost of returning the books and other related correspondence will have to be borne by the bookseller/vendor himself and the library will not be responsible for it. The specimen of an order letter is given below :

SPECIMEN OF AN ORDER LETTER

Name of the Library.....

No.....

Dated.....196...

To

M/s.....

.....

.....

Dear Sir,

Please refer to your letter No.....dated.....
regarding your intention to supply the books.

Please supply the following book/books given in the enclosed list to this library within a fortnight/month of the above-mentioned date, on the below-mentioned conditions. Please note that if any discrepancy is found in supply, you will be responsible for it and you will have to bear the cost of returning the books :

1. Only one copy of each book is to be supplied, except mentioned otherwise.
2. Books of the latest edition are to be supplied, except mentioned otherwise.
3. The prices charged must be published/quoted, as the case may be.
4. The price should be indicated in the original currencies. These should be converted in accordance with the approved conversion rates of this library/quoted by you, whichever have been agreed to.
5. The supply must be made through Railway Parcel and the freight must be pre-paid.
6. If supply is made by post, the books should be sent per registered post. V.P.P. will not be accepted.
7. The books supplied must be physically in order, otherwise these will be returned to you at your own cost.
8. Other conditions, if any.

Kindly acknowledge the receipt of this letter.

Yours faithfully,
Librarian.

Encls. List of books.

(A copy of this order is sent to the Head of the Department or the person who recommended the books in question for purchase. This is done for informing him that the books mentioned therein have been ordered for purchase. The specimen of the endorsement which is added to the second and third copies of the order form is given below.)

Endst. No.....

Dated.....196...

Copy to the Head of the.....Department.....

....., (or the person who recommended the books in question) for information and record.

Librarian.

In the typed list method of ordering, the office copy of the order goes to the concerned order file. It should better be kept in 'order processing file' till the bill is received alongwith books. A separate order card is prepared for each book if not already made at the time of book order and is filed in 'on order' tray. It is very useful, nay, essential for avoiding duplicate order in case of those books which have already been ordered.

8 5 5 Receipt of Books

In the bookseller is a local one, the bills in triplicate alongwith the books are received in the library. If the bookseller belongs to some out-station place, the bills alongwith the relevant Railway Receipt are received generally under registered cover. These bills are received either by the Librarian who sends the same to the Order Section for necessary action or these are received direct by the Incharge, Order Section.

8 5 6 Checking of Bills

The bills are checked with the order list which is lying pending in the order processing file. If there is any discrepancy, it is noted on a form meant for the purpose. The books are tallied with the bills and the order list and their editions and imprints are verified. As books are published in many editions, it is most essential to take this fact into consideration. The popular edition is cheaper than that of the library edition. The latter is more durable for being kept in the library because the books in libraries are liable to undergo wear and tear in one way or the other due to their constant use.

8 5 7 Collation and Tallying Work

The tallying work includes the tallying of the prices of the books. The price is generally given on the inner flap of the dust cover on the title page or on its back. For others, the price is found out from publishers' and bookseller' catalogues. Those items which are not found in accordance with the actual specifications or if the price charged is more than the published one, a discrepancy letter is prepared and is sent to the bookseller for supplying the

documentary proof in support of the price charged. Since such cases abound in number, it is economical to get the specimen form printed or cyclostyled as given below :

8 5 7 1 Specimen of Discrepancies in supply form

Name of the Library.....

No.....

Dated.....196...

To

M/s.....

.....

.....

Dear Sir,

Please refer to your Bill No.....dated.....for Rs.....vide which you supplied books to this library in response to this office book order No.....dated.....Please note that the following discrepancies in supply have been detected. Kindly supply necessary information by return mail so that your bill is passed. In the meantime, please note that the disputed items have been crossed out from the bill and it has been passed for Rs.....instead of Rs.....The rest of the amount of the bill will be passed when the requisite information alongwith a fresh bill for the items in question is received from you :—

1. Title of the book is different from the ordered one.
2. Authors of the book are different from those ordered for.
3. The binding of the book is defective.
4. The paging of the book is defective.
5. The book is shop-soiled.
6. Short supply has been made *i.e.*, the following books are missing from the bundle :

(i)

(ii)

(iii)

7. The prices charged for the following books are more than the published ones. Please supply a documentary proof and send a bill in respect of these items.
8. The edition of the following books is not the latest.
(i) (ii) (iii)
9. The following books are not of library edition as was ordered otherwise.
(i) (ii) (iii)
10. Any other defects.

Please acknowledge the receipt of this letter:

Your faithfully.

Encls :

Librarian

8 5 8 Accessioning Work

The books after being thus checked and tallied with the bills are handed over to the Assistant who has been assigned the job of accessioning. A stock register is maintained in the library in which all the books purchased/received in exchange or as gift are entered. Each book is given a consecutive serial number. This register is known as Accession Register and the Serial Number is called Accession Number. In bigger libraries, separate registers are maintained for accessioning books which are received :—

1. By Purchase.
2. By Exchange.
3. As Gift.

Even there may be separate registers for each kind of material as under :—

1. Books.
2. Pamphlets.
3. Serials and Bound Periodicals.
4. Films and Film Strips etc.
5. Micro-cards and Micro-films.

The Assistant responsible for accessioning arranges the books in the same order in which the books are listed in the bill and goes on entering in the Accession Register consecutively. He allots the Accession Number to the books in a consecutive order. The Assistant puts the relevant Accession Number on the verso of the title page of the books and on a secret page decided by each individual library. The Accession Number is put on the bill against the concerned item. Some libraries have the practice of tracing *i.e.* noting down the source of supply and the price of the book on the next page following the contents pages *i.e.* the first page of introduction, foreword, contents etc. In other libraries, a special kind of stamp is put on the verso of the title page and the relevant information is given therein. The specimen is given below :—

8 5 8 2 Specimen of An Accession Stamp

Name of the Library.....
 Accession Number.....
 Date of Receipt.....
 Supplier.....
 Price.....
 Accession Assistant's Initials.....

This information is useful for reference purposes. It is a duplicate record of the books.

The Accession Assistant gives a certificate on the bill that the books have been entered in the Accession Register vide such and such Accession Number and appends his initials.

The books are then sent to the Processing Section for processing purposes.

8 5 9 1 Bill Passing Procedure

The bills are handed over to the Bills Assistant. The Assistant in question, after checking the totals and conversion rates, gives a certificate on the bill as under :

“Certified that the net published/quoted prices have been charged and the approved rates of conversion have been charged.”

The prices in case of rare books, manuscripts and back-sets of periodicals are not fixed but these vary from place to place and time to time. The prices are quoted by various book-sellers and lowest quotations are generally approved. The Assistant puts a stamp on the bills. It contains the following information :—

Budget Head.

Passed for (Amount)—

Auditor's initials.

Librarian.

The related item on the order form or the order card, if maintained, is marked with a stamp 'Received'.

8 5 9 2 Audit

There are two systems of audit which are prevalent in various libraries *i.e.* Post-audit and pre-audit. In government departments and libraries, generally the system of post-audit is followed whereas in autonomous bodies, the audit of which is under Local Fund Accounts, pre-audit system is prevalent. Post-audit means that the drawing and disbursing officer makes out bills, signs and sends these to the treasury/bank for payment. The drawing/dischursing officer is himself responsible for the correctness or otherwise of the bills. Only random audit is resorted to after the financial year comes to a close. In this system, every item is not checked but some months are selected at random. Items occurring in these months are thoroughly and minutely checked and mistakes are pointed out. In this way, the persons responsible for accounts are warned to be cautious in future and are asked to explain for lapses.

In case of pre-audit, no item can be passed for payment unless it is first audited. The following procedure is followed under pre-audit—

1. That every item is checked.
2. That it is ascertained that every item has been duly accessioned.
3. That approved/quoted rates have been charged.
4. That totals and calculations are correct.
5. That the bills have been debited to proper budget heads.

In case of post-audit, these kinds of informations are required for internal checking and the drawing and disbursing officer must satisfy himself fully before he signs the bills. In case of pre-audit, the government auditors satisfy themselves before the bills are passed for payment. The auditors tickmark the bills and the Accession Register to the effect that these have been checked. This method avoids double payment. The particulars of the bills are entered in the Allocation Register and in this way, it is known as to how much amount has been spent at a particular time for a particular subject/department. The bills are passed on to the Office Accountant who keeps a Grant Register e.g. for Humanities and Social Sciences Rs. 10,000/- and for Biological and Physical Sciences Rs. 15,000/-. The Accountant checks the bills and prepares the same for sending to the Treasury/Bank after entering the particulars of the bills in the Grant Register. The need for keeping two separate registers is that the grants are not sanctioned for all individual items but these are allotted to very few broad subjects/departments. As such the necessity for separate registers arises at times. The Accountant after filling up the 'bill forwarding form' puts his initials. The Librarian puts his signatures at various places. The bill is then sent to the Treasury/Bank for payment. In certain libraries, the payments are made by the Librarian himself. In this way, the enquiries by the booksellers can be replied easily and without loss of time.

8 5 9 3 Records and Diaries

The Assistant in the Order Section maintains certain records. After sending the original bills to the Treasury/Bank, the Assistant keeps back two copies of each bill. The second copy of the bill is filed in a file maintained bookseller-wise. The third copy is sent to the concerned Head of the Department in order to provide him the information that the books mentioned therein have been purchased and are available in the library.

An 'order forms file' is also maintained in which every order form is filed. When a consignment is opened and accessioned, the order form is filed in the said file. The items which have been received are tick-marked by the audit.

The following diaries are maintained by the Book Section :—²⁸⁵

1. General Diary.

It contains information about the following items of work performed in the Section :—

- (i) Letters & reminders, received, replied & despatched.
- (ii) Indents, received and returned.
- (iii) Book Order cards checked with various records.
- (iv) Standings Orders issued for various items.
- (v) Order Cards filed.
- (vi) Books of various types received from the suppliers.

2. *Financial Diary.*

In it the estimated cost of the Book orders sent is entered weekly.

3. *Book Orders Cards Diary.*

In it the number of book order cards filed subjectwise is noted weekly.

8 5 9 9 Procedures followed in small libraries

The above-mentioned routines are meant for bigger libraries. For small libraries where very few new books are purchased, the problem of job-analysis does not arise. In such cases, a Do-all-Librarian does every bit of the work by himself. He maintains most of the essential records which have been suggested for bigger libraries.

CHAPTER 9

PROCESSING WORK

9 0 Unified Processing Section

Generally, it is found that a separate Section known as Technical Section or Processing Section is established in all libraries. Since 1930's the trend towards unifying the Order Section and Processing Section into one Section has been gaining ground. This Section is generally known as Cataloguing Section or Technical Section. This unification has been based on economic and functional grounds. If these two Sections are united into one, the need for duplicating certain tools such as standard catalogues and biographical dictionaries etc. is minimized. Moreover, certain processes which are likely to be repeated, are gone through only once and thus economy is effected. The functions of the Order Section and the Processing Section are so complementary to one another that the success of the one depends upon the other. If adequate and proper co-operation between them is not ensured, a danger of unnecessary duplication and wastage of money and energy looms large upon the library. Even the need for keeping duplicate records is eliminated to a great extent.

“The idea of a Technical Services Department has two interpretations :

- (a) the desirability of having three functions, all related to the flow of books into the library and their physical care,

combined under one able head, logically that of the Catalog Department. This simple organisational device reduces the Librarian's span of control and gives flexibility in assigning work among the three parts of a combined operation.....

- (b) This logical desire to combine related work has in a number of large libraries led to a somewhat expensive remedy, the creation of a Technical Services Department involving an added and high salaried position for a super head or line executive (though sometimes called 'Co-ordinator') over the three other heads including the head cataloger."²³⁶

The processes in the Processing Section should be simplified and standardized so that the maximum work is got at minimum cost. This can be achieved by combining these two sections and by keeping these two sections at one floor. If not possible, the two sections should be linked with each other in such a way that co-operation and co-ordination is achieved automatically. Certain mechanical devices such as installing of dumb elevators and inter-communication telephone system should be brought into use for minimizing the wastage of energies. Moreover, wherever it is possible, centralized and co-operative classification and cataloguing should be resorted to or the catalogue cards may be purchased from some central agency e.g. the Library of Congress.

The Processing Section of a library is the pivot round which all its activities revolve. The functions of this section are considered to be mysterious by the lay public. The work of the Processing Section is basic to other sections of a library. This is the section which helps in the transformation of a collection of books into serviceable articles. The old idea of 'books are for preservation' has now given way to that of 'books are for use'. In this context, it is worthwhile to know in detail the technical processes through which a book passes before it is sent to the shelves after it is acquired.

9 1 Classification.

Classification is the foundation of librarianship. Classification, in common parlance, means arrangement. To state it more clearly, it means 'to bring order out of chaos.' The library partakes the nature of a growing organism. It presents problems of such an

enormous growth that is compels librarians to think of devising certain methods by which they can bring order out of chaos and can maintain it. The same books are used time after again. It means that if a permanent order is not brought in, the time spent in arranging, dearranging and rearranging will be so much that the readers will become sore about the libraries and they will begin to detest the library service. In this way, the purpose of libraries will be lost. In order to vouchsafe a permanent arrangement, librarians have invented many classification schemes. All these schemes have their own merits and demerits and have got universal applicability but may not suit all conditions at all times in all places. Therefore, while deciding the adoption of a particular classification scheme, we should take into consideration various merits and demerits of all such schemes and their applicability to the book stocks of a particular library. The following are the important classification schemes which are used in various libraries of the world :—

1. Dewey Decimal Classification by Melvil Dewey.
2. Universal Decimal Classification.
3. Library of Congress Classification.
4. Subject Classification by J. D. Brown.
5. Expansive Classification by C. A. Cutter.
6. Bibliographic Classification by H. E. Bliss.
7. Colon Classification by Dr. S. R. Ranganathan.

All these schemes of classification except Colon Classification scheme are of foreign origin and have got bias towards Western subjects. Eastern subjects have been ignored to a great extent. Moreover, almost all these schemes are enumerative schemes. Bibliographic and Colon Classification schemes are analytico-synthetic schemes. Out of all these schemes, Dewey Decimal Classification scheme is widely used in all the countries of the world including India. Colon Classification scheme is the most scientific classification scheme devised by Dr. S. R. Ranaganthan, an Indian who has got world-wide fame for his insight into the various problems of Library Science. Colon Classification Scheme being of Indian origin treats all subjects, including Indian ones, in detail. This scheme, though considered to be difficult, can suit the needs of all kinds of libraries.

Generally speaking, only a tried and scientific scheme should be used which can stand the test of time. Efforts should be made to follow the scheme in toto without any amendments. If some amendments are to be made, these must be within the frame-work of the scheme in use.

9 1 1 Personnel.

Classification work is not only a technical job but it needs scholarship also. A sound subject background is essential for good classification. In classification, the most important job is the determination of specific subjects. It can be done only by subject experts because they know their subjects minutely. It is, therefore, essential that in the Classification Section of a library, subject specialists are appointed as Classifiers. The classifiers in a big library should include at least one person each for Sciences, Humanities, Languages and Social Sciences. In case of special libraries, the classifiers must be well-versed in the subject of specialization. The classifiers, in general, must have advanced education in various subjects. Besides, the classifiers should have advanced training in the art of classification. They should have an aptitude for classification.

9 1 2 Tools for classification.

The schedules of the classification scheme used in a particular library are the major tools of the classifier. In order to interpret the schedules of a particular scheme, other aids as given below can also be helpful for ensuring uniform class numbers for particular books—

1. Code for Classifiers by W.S. Merrill, 1939.
2. Indian National Bibliography 1957—.
3. British National Bibliography, 1950—.
4. Library of Congress Catalog 1898—.
5. The National Union Catalog (U.S.), 1948—.
6. American Book Publishing Record 1960—.

The classifiers can rely safely upon the above-mentioned standard tools because expert classifiers are responsible for classifying the books listed in these bibliographies and catalogues. It would be economical if class numbers are taken directly from these tools.

9 1 3 Classification procedure.

The books are received from the Order Section after accessioning. The following jobs are performed for classifying the books—

1. Duplicate checking.
2. Determining specific subject of the book.
3. Allotting class number by referring to the Classification schedules.
4. Assigning Book Numbers.
5. Assigning Subject Headings.
6. Checking of class numbers and subject headings by the Chief Classifier.
7. Maintenance of staff manual.

9 1 3 1 Duplicate checking.

In big libraries, duplicate checking is the job of the Order Section. The Assistant of the said Section gives the requisite information on the book selection cards which are ultimately sent to the Processing Section alongwith the books. As such the labour of the Classification Section is saved. All the same, in those libraries where this system is not in vogue, the undermentioned procedures are followed for duplicate checking :—

- (a) All the books are divided into two main groups *i.e.* fiction and non-fiction. The latter group is further divided into various sub-groups representing various subjects.
- (b) Books in each group/subject are arranged alphabetically by author.
- (c) These books are taken to the public catalogue for checking, if official catalogue is not maintained.
- (d) The Assistant first checks the books with the main entry/author entry. If many title cards representing same author are found in the catalogue, then edition and year of publication are checked. In cases of doubt, other entries are also checked. For pseudonymous authors, cards giving their real names are also looked for.

- (e) The word 'Add' is written in pencil on the fly leaf of those books for which the catalogue cards are found in the catalogue. Call numbers for these books are written on the verso of the title pages.
- (f) The words "Main & Shelf" or letters "M & S" are written in pencil on the fly leaf of those books of which earlier editions are available in the library catalogue.
- (g) The remaining books are taken back to the classifier for classifying.

9 1 3 2 Determining the specific subject.

The books, the cards for which are not found in the catalogue, are taken over by the classifiers. They, first of all, find out the specific subject of each book by going through the following parts of the book in a successive manner :—

1. Title.
2. Sub-title.
3. Foreword.
4. Preface.
5. Table of Contents.
6. Book Jacket's flaps.
7. The thought content.
8. Book Reviews.

Generally, the specific subject can be found out by reading the title of a book but in cases where the specific subject is not clear from the title because of its misleading nature, the other parts of the book as given above are gone through.

9 1 3 3 Allotting class numbers

After determining the specific subject of each book, the classification schedules and other aids are used for allotting proper class numbers. The indexes attached to the classification schedules are also used to find out the class numbers, though complete reliance on the indexes is not advisable. In case of analytico-synthetic schemes, subjects are broken into various parts and the formulae for constructing the Class Numbers are used for arriving at the exact class numbers.

Each library should make a policy decision as to whether close or broad classification is to be practised in the library otherwise there will be lot of confusion and inconsistency, especially in arrangement of books on the shelves. In general and small libraries, broad classification may be followed but in large academic, research and special libraries, close classification is desirable.

The Class Numbers so arrived at should be tallied with the other standard catalogues, if necessity arises, especially in doubtful cases. The Class Numbers are given in pencil on the upper half portion of the verso of the title page. It is given in pencil, because in case there is some change in the Class Numbers in future it may be done so without any damage to the book, because the earlier Class Numbers can be rubbed off. This phenomenon is common because almost every classification scheme is revised periodically.

9 1 3 4 Allotting Book Numbers.

After allotting the Class Numbers, the classifier assigns the Book Numbers. The following are the systems of allotting Book Numbers :

1. Cutter's Author Table.
2. Cutter-Sanborne Author Table.
3. Merrill's Author Table.
4. Author Tables of L. Stanley Jast.
5. Biscoe Time Numbers.
6. Ranganathan's Book Numbers System.

Generally, author marks constitute a Book Number. Cutter's Table or Cutter-Sanborne Tables are generally used to allot author marks. Suppose the Book Number for the book 'An Introduction to Library Classification' by W.C. Berwick Sayers is to be allotted. By using the Cutter-Sanborne Table, the Book Number will be S 274 I. By analysing it, we find that 'S' is the first letter of the surname, 274 is the number given by Cutter-Sanborne Table for representing Sayers, and 'I' stands for the first letter of the first word of the title of the book.

But in case of Colon Classification, Book Numbers consist of language, form, year of publication, accession part No., volume No., supplement No., copy No., etc. But the year of publication is sufficient for most of the general books. For Example the Book Number is to be allotted for a book published in 1954, the Book Number will be N 54. N stands for 1900 and 54 for the actual year number. A decision is to be taken by each library as to which System is to be used for allotting book numbers.

9 1 3 5 Assigning subject headings

Certain subject headings are assigned by the classifier so that the cataloguer may prepare catalogue cards for the same. A classifier is in a better position to assign subject headings because he knows the subject of the book minutely.

For assigning subject headings, the following tools may be used :—

1. Library of Congress List of Subject Headings.
2. Sear's List of Subject Headings.
3. A.L.A. List of Subject Headings.
4. Ranganathan's Chain Procedure.

Out of the above-mentioned tools, the Chain Procedure method is most scientific and comprehensive one for deriving proper subject headings. It has been demonstrated by the British National Bibliography by its application. This system has been used generally by those libraries which are using Colon Classification and Classified Catalogue Code of Dr. Ranganathan. In this system, subject headings are derived by analysing the Class Numbers by the help of the classification scheme in use.

Those libraries especially smaller ones, which do not make use of the Chain Procedure, may use the Sear's List of Subject Headings or A.L.A. List of Subject Headings because in these libraries minute subject headings may not be required. But large, research or special libraries may use the Library of Congress List of Subject Headings which is a very comprehensive and standard one. But each library due to some local and special conditions has to adopt certain subject headings of its own in order to meet readers' demands.

On the back fly leaf of the book, the classifier writes down in pencil the subject headings. He gives other directions also *i.e.* whether main and shelf cards are to be prepared or cards for joint authors, series etc. are to be made.

9 1 3 6 Checking by chief classifier

If there are more than one classifier, as they are bound to be in bigger libraries, the classification work of the juniors must be checked by the Chief Classifier, so that consistency is ensured. Otherwise there will be chaos and the very purpose of classification will be defeated. After the Chief Classifier checks class numbers etc. the relevant books are sent on to the Cataloguing Department.

9 1 3 7 Maintenance of staff manual

If some modifications are effected in the schedules of classification scheme in use, these decisions should be properly recorded in a staff manual so that in case the classifiers leave the library or they are otherwise transferred to other departments of the library, the newcomers do not feel handicapped due to lack of proper guidance. The modifications, as already pointed out, should be decided in staff meetings after great thought and prolonged discussion so that wrong and hasty decisions are avoided. Such wrong decisions paralyse the whole system because it becomes very difficult to retrace the steps as the number of books to be reclassified and recatalogued becomes very large.

9 2 Cataloguing Department

Classification determines the place of a book on the shelves. Physically, book can be placed only at one place according to the subject contents of the book. But the readers seek the book through various approaches such as author, title, series, other collaborators like translators, compilers, editors, etc. etc. Classification is not capable of fulfilling these varied approaches of the readers. The catalogue comes to the rescue of the readers. The catalogue is a guide to the blind alley. As a city without a map is difficult to be known about, so is a library without a catalogue. "There is no matter connected with the administration of a public library which can vie, in point of importance, with the character and the condition of its catalogues. However liberal its accessibility, however able its chief, however

numerous and well-trained its staff, however large and well-selected its store of books, it will fall lamentably short of the true standard of a good library if its catalogue be not (i) well constructed, (ii) well kept up with the growth of the collection, and (3) thoroughly at the command of its frequenters."²⁸⁷

It is needless to emphasize the importance of a catalogue because without it the whole purpose of libraries will be lost. Books will not be put to as best use as is desirable.

9 2 1 Cataloguing Tools

The Cataloguing Department needs various tools for effective and correct cataloguing. These tools include the Cataloguing Code in use and various important biographical dictionaries, dictionaries of names and dates besides the following :—

1. Indian National Bibliography.
2. British National Bibliography.
3. Library of Congress Catalogue/National Union Catalogue.
4. American Book Publishing Record.

9 2 2 Personnel

The Catalogue Department should be manned by a capable, punctilious, hardworking and intelligent staff otherwise the catalogue instead of serving as a guide will become a hindrance. For this purpose, the personnel should be well-qualified and experienced in the art of cataloguing. The staff of the department should have good handwriting. It should prepare the catalogue entries with as much accuracy as is possible because accuracy is the essence of cataloguing. "No amount of training and no extent of study can make a person of an habitually inaccurate turn of mind a good cataloguer. Accuracy in transcribing, in compiling notes of authorities, in copying, in everything, in short, is the *sine qua non* of success."²⁸⁸ According to Stanley L. Jast ".....to put a semi-colon when the code requires a colon ; to add extraneous marks to a class symbol ; to change or miss-spell a word in a title ; to do anything whatever except exactly what the code permits ; this in a cataloguer is arson, high treason, burglary, everything that is illegal or wicked."

These very strong words spoken by Stanley L. Jast emphasize the need of accuracy in cataloguing. Their implication is that the cataloguers should be very accurate in preparing entries. The handwriting should be as impersonal as is possible. It is better if training is imparted in a particular kind of handwriting. This handwriting should be disjointed one so that every letter used in words and phrases in transcribing the entries is crystal clear. There should be no ambiguity. The cataloguers should have practical training in cataloguing work. Inexperienced and raw hands should not be employed in the cataloguing department.

9 2 4 Kinds of catalogues and catalogue codes

There are many kinds of catalogues. The needs of each library differ. For a public library, *simplified cataloguing* will do but for a research library *descriptive cataloguing* will be useful. Similarly, for a big library, *selective cataloguing* will be in the interests of the library because the cataloguing costs are so enormous that if every bit of sheet received in the library is catalogued, an army of staff members and maunds of stationery and cards are required.

It is also to be decided as to which kind of catalogue a library will use *i.e.* whether Classified Catalogue is to be practised or Dictionary type of catalogue is to be prepared. This also differs from library to library. For a public library, Dictionary Catalogue would be useful because the readers, who are laymen, find it easier to consult it. Moreover, they do not require deep study of various subjects since their visit to the public library is mainly confined to derive inspiration and information from the study of books. Conversely, for a research and special library, the Classified Catalogue would be more useful because the readers generally approach their reading materials through subjects and they expect to have at one place everything on a subject available in a library. This is possible through a Classified Catalogue.

Again, it is to be decided as to whether a typed, handwritten or printed catalogue is to be maintained. This depends upon the size of the library. It is further to be decided as to which type of material is to be used for preparing the catalogue *i.e.* whether sheaf catalogue, card catalogue or printed book catalogue is to be prepared. This also depends upon the kind and size of the library for which it is to be prepared.

The next point of decision is the kind of cataloguing code according to which catalogue is to be prepared *i.e.* whether a library should adopt Anglo-American Code (1908), America Library Association Code (1949) or its revised edition called Anglo-American Cataloguing Rules (1967) or Classified Catalogue Code of Dr. Ranganathan ? This depends upon the kind of library for which the catalogue is going to be prepared. The provisions of each code should be studied minutely before decision in this respect is taken. Moreover, a stable and simple catalogue code should be used. The A. L. A. Cataloguing Code has been under fire since 1908 and a revised code has been published in 1967. Seymour Lubetzky framed the draft. It was discussed by various associations and library experts. A comparatively simple, flexible and workable code has been framed. The Classified Catalogue Code of Dr. Ranganathan is a new code which is based on sound principles and is very simple, scientific and logical. Libraries can adopt this code with profit.

9 2 4 Cataloguing procedure

The cataloguing of books is an arduous job. It must be planned intelligently if it has to serve its purpose. Proper job-analysis should be done and only those persons who can put their heart and soul into this work should be entrusted with this job. The following are the jobs which are involved in the Cataloguing Department :—

1. Preparation of the Main Entry.
2. Preparation of Shelf list.
3. Preparation of Added and Reference entries ; and
4. Label pasting.
5. Label writing and assigning location marks.
6. Checking of the catalogue cards by the Chief Cataloguer.
7. Alphabetization of Cards.
8. Card filing.
9. Maintenance of staff manual and authority file.
10. Preparation of List of Additions.

9 2 4 1 Preparation of the main entry

In accordance with the rules of the cataloguing code in use, one of the cataloguers prepares the main entry card. This main entry card contains maximum information about the book. On the back of this card, tracing is done in pencil so that it can be changed without any damage to the card. By writing it on the back of the card, the readers are also saved from unnecessary confusion. This tracing provides guidance to the junior cataloguers as to how many and which added and reference entries are to be prepared. It is also useful at the time of withdrawing the cards of a book which is either lost or otherwise withdrawn from the stock of the library.

9 2 4 2 Preparation of shelf list

A Shelf List Card is a duplicate copy of the Main entry card. For each book, one shelf list card is prepared.

9 2 4 3 Preparation of added and reference entries

Division of labour and specialization of work are the order of the day. The industrial progress has amply demonstrated it. By specialization, quantity and quality of the work are improved. So is the case with the library work. Moreover, preparation of a main entry is a responsible job and the other added entries are merely duplication of the main entry with minor alterations and/or deletions etc. So it is better if this repetitive job is assigned to junior staff members. The tracings given on the back of the main entry card provide instructions to the juniors for preparing added and reference entries without any difficulty.

In case Unit Card method is followed, headings of various added entries are to be added on the top of the main entry cards, many copies of which are received in typed/printed form in the library. Suppose, a title entry is to be prepared according to the Unit Card method. One copy of the main entry card is taken and the title is added on the top of this card. Thus the title entry card is ready.

In case, Unit Card method is not followed, the added entries contain briefer information than that of the main entry card and these are prepared on blank lined cards separately.

9 2 4 4 Label pasting

After the preparation of all the catalogue cards, the books are handed over to semi-professionals or unskilled workers who paste the labels in the books. The following labels are generally pasted in the books :—

1. *Spine Label.* Gummed white cloth is cut into round or square pieces of about 1.25" each. This label is pasted one inch above the bottom of the spine of the book. This is done so that the Call Number may be properly visible to the readers when the book is shelved in a book rack. Symmetrical arrangement can also be ensured. If the width of the book is much less and the spine label cannot be pasted on the spine, it should be pasted at the same level on the front card board. The specimen is given below :—

<i>Class No.</i>
<i>Book No.</i>

Spine

Label.

<i>Class No.</i>
<i>Book No.</i>

2. *Ownership Slip/Mark.* (a) *One Ownership Slip* is generally pasted on the inner side of the front card board at left-hand top most corner. The size of this slip may be about 3"×2.5". The slip may be made of glazed paper. The specimen of the slip is given below :—

Ownership Slip

<i>Name of the library</i>
<i>Class No.</i>
<i>Book No.</i>
<i>Acc. No.</i>

- (b) Other ownership marks are put at various places of the book by rubber stamps or embossing machines. A stamp, which contains the name of the library is put on the

title page and another on the secret page, to be decided by each library. Third stamp may be put at the end of the book. Its specimen is given as under :

Ownership Stamp

<i>Name of the library</i>
<i>Location Place</i>

3. *Date Slip.* One date slip is pasted on the top most portion of the front or back fly-leaf of each book. But for Reference Books, manuscripts and other books which are not to be issued, this slip is not pasted, otherwise this would be a sheer wastage of time, energy and stationery. The size of the said slip may be 5"×3". It specimen is given below :

Date Slip

<i>Call No.</i>	<i>Name of the Library</i>	<i>Acc. No.</i>
<i>This book was issued/is due on the date stamped/marked</i>		

4. *Book Pocket.* On the bottom of the inner right side of the front or back card-board cover, a book pocket of 5"×3" size is pasted. It specimen is given below :

Book Pocket

<i>Open flap</i>
<i>Name of the Library</i>
<i>Brief Library Rules</i>

For reference and other non-issuable books, this pocket is not pasted.

5. **Book Card.** One printed book card of 5" × 3" size is put in the book pocket of each book. But in case of reference and other non-issuable books, this card is not slipped in the book pocket. The specimen of this card is given below :

Book Card

<i>Call No.</i>	<i>Acc. No.</i>
<i>Name of the Library</i>	
<i>Author</i>	
<i>Title</i>	
<i>This book was issued/is due on the date last stamped or marked</i>	

The size and shape of the book card may be reduced and changed in form in case Browne Charging System is to be followed, because in that system, no issue or return dates are marked on the Book Card. Its specimen is given below :

Book Card

<i>Call No.....</i>
<i>Acc. No.....</i>
<i>Author.....</i>
<i>Title.....</i>

9 2 4 5 Label writing and assigning location marks

The pasted labels are written in ink. Superior type of ink and nibs are used for this purpose. Junior staff members are deputed for this repetitive job. But this job is a very important one because if the labels are not accurately written, the book is likely to be misplaced. So the employees who are entrusted with this job should have a good handwriting and should be accurate enough. The *spine labels* contain the Call Number and the location mark of the book. These are written on the left-hand upper portion of the label. Such marks may be either Reference, Rare, Text Book,

Reports etc. These words are abbreviated and followed consistently. Their specimens are given below :

Location Marks

<i>Rare</i>				
025				
<i>W</i>	563	<i>P</i>		

For a Rare Book

<i>R</i>				
025				
<i>W</i>	563	<i>P</i>		

For a Reference Book

<i>RR</i>				
025				
<i>W</i>	563	<i>P</i>		

For a Report used as a Reference Book

9 2 4 6 Catalogue cards checking by chief cataloguer

All the cards alongwith the catalogued books are submitted to the Chief Cataloguer for scrutiny and cheking. In case of mistakes, the assistants are asked to correct the same. The Chief Cataloguer finds out as to whether all the cards have been properly made or not. Similarly, he has to satisfy himself to the effect that the label writing is done in an impersonal handwriting. It is better if the books are sent to the Librarian or other senior staff member for further checking. The books are, thus, ready to be shelved. The catalogue cards are ready to be filed in the catalogue and shelf list cabinets.

9 2 4 7 Alphabetization

The catalogue cards to be filed in the public catalogue are alphabetized. For alphabetizing, there are two accepted methods i.e. word by word or letter by letter. In accordance with the practice of the library, these cards are alphabetized by junior staff members. The shelf list cards are arranged in a classified order. It is desirable that the persons deputed for this work should not be transferred very often, otherwise there will be chaos. But in order to avoid indispensability, many persons should be trained in this art.

9 2 4 8 Card filing

The shelf list cards are merged in the shelf list. Other catalogue cards are merged in the public catalogue. Due to many kinds of entries, it is to be decided as to which cards are to be filed first. Whether the arrangement should be by author, title, other collabo-

rators and the series etc. or should it be by subject, author, other collaborators, titles, and series, etc. ? It is better if a particular code is followed for this purpose. 'A.L.A. filing rules' should be followed for filing catalogue cards if some other filing rules are not being followed already. A revised version of the 'A.L.A. filing rules' has been published recently.

9 2 4 9 1 Maintenance of staff manual and authority file

Modifications made in the cataloguing code rules are noted down in the Staff Manual. The rules for alphabetization and filing are also be noted in this manual.

Another important document maintained in the Cataloguing Section is the Authority file. It contains the complete information about the adopted names of authors and subject heading. In this way, consistency and uniformity are maintained.

9 2 4 9 2 Preparation of List of Additions

Generally, a good library publishes periodically a *List of Additions*. It is a list of books added to the library from time to time. Its main purpose is to inform the clientele of the library about the reading material acquired by the library. Classified List is generally issued weekly, fortnightly or monthly according to the needs and resources of each library. The Bombay University Library brings out a printed monthly list of additions. The Karnatak University Library also publishes a printed list. A novel method is followed for its preparation at this library. At the time of classification and cataloging of books, a master Main Entry card is typed for each book. Every week these cards are sent to the press after arranging them in a classified order. Five to six blank catalogue cards are also supplied to the press for each entry/book. These cards are printed. Simultaneously, the List of Addition is also printed on usual printing paper. In this way, cataloguing costs are cut to the minimum because 'Unit Card' method is followed for the purpose. In addition to it, a printed list is published without any extra printing cost.²⁸⁹ Such a list can be cumulated at convenient intervals to ensure a complete catalogue of the library. The Bombay University Library does so. Other University and Research libraries also issue such lists. For example, the Punjab University Library and Gauhati University Library issue cyclostyled lists of selected items weekly and quarterly respectively.

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PART IV

**MAINTENANCE
SERVICES**

10 0 Introduction

THE importance of the Maintenance Section of a library needs no emphasis. If proper care is not taken to organise and administer it on sound lines, the library property would become unserviceable in no time. In the Maintenance Section, the books are properly shelved when received from the Processing Section or when returned after being used. In other words, the books are properly stored and displayed. It is continually watched that books are correctly shelved on the book racks. This is very important especially if open access system is practised.

“The objectives of the shelf work like the over-all objectives of the library are to give adequate and efficient service to the library user. More specifically the shelf worker is primarily concerned with delivering a book when it is wanted, returning it to its assigned place when it is no longer needed, and seeing that it is properly cared for until it is wanted again.”²⁴⁰

“A shelf supervisor is responsible for, or shares decisions concerning the arrangement of the collection so as to bring the most used books near service points without too much disregard of the

classification scheme ; the special shelving of oversized books ; housing and arrangement of non-book materials ; the exploitation of architectural and aesthetic possibilities of building areas in which readers are in direct contract with books ; order and cleanliness within his areas and the training and supervision of his staff. He also has such other duties as planning and executing of major shifts or moving of the book collection and inventory with its follow-up."²⁹¹

Besides, the Maintenance Section is responsible for conserving the reading material. This function is one of the important functions which a librarian is expected to perform. "Conservation..... is only library function which should be continuously at work twenty-four hours a day.....It is the only function which should be concerned with every piece of material in the library from the moment the selector becomes aware of its existence to the day it is discarded. The reason this sounds so exaggerated is that it is a forgotten platitude. It applies to any library collection, whether it be of Egyptian papyrus, of the third grade class-room in an Iowa village, or a University's incunabula."²⁹²

10 1 Organisation of the maintenance section

10 1 1 Relation with other sections

The maintenance work is related to many sections of a library. Processing Section feeds the Maintenance Section with new books and creates problems of shelving when books on a particular subject are received in large numbers and it is not possible to accommodate them without disturbing the existing order. The Circulation Section draws books from the stacks and sends back the returned books. In libraries practising closed access, the maintenance staff has also to do the paging job i.e., the job of carrying requisitioned books from one place to another place. The disturbance of the existing order demands proper shelving and re-shelving. The maintenance staff remains mainly busy in shelving and re-shelving the books returned on the Return Counter of the Circulation Section. Maintenance section is also related to the Reference Section. The books taken by the readers for consultation within the library premises are in so large numbers that the maintenance staff remains always busy in shelving them.

10 1 2 Administrative organisation

"Shelf work in small and medium-sized libraries is normally assigned to the Circulation Department. It is done by the personnel who serve at the Circulation desk or by one or more shelf workers who are a part of the Circulation staff. The two principal reasons for this are :

- (1) Good administrative practice requires that this part-time work be done by someone doing related work, or that no separate administrative unit be set up for such a small staff, as the case applies ;
- (2) Since those who shelve the books are in most cases the same assistants who page the books and since paging is an integral part of circulation, the assistants doing shelf work logically belong to the circulation department."²⁹³

But in large libraries, more shelf workers are required. In order to have smooth working, it would be advisable to have a separate department under the charge of either an independent Assistant Librarian or Circulation Department Incharge or the Incharge of the Readers' Services.

"The universality of shelf-work makes it a natural and relatively simple area of work in which a certain amount of consistency can be attained, even if the responsibility cannot be vested centrally. The more rapidly a collection is growing the more desirable it becomes to consider possible advantages of centralizing shelving responsibility, for growth creates and intensifies problems of shelf-work."²⁹⁴

Besides an Incharge of shelf work, enough number of junior staff members should be appointed who should be trained in the art of shelving. Even if they are unskilled workers, they can be initiated into shelving practices, but they must be literate. It must be brought to their notice that they will have to do the dusting work also. In case of small libraries, two or three persons should be appointed for this work, depending upon the number of books in stock and number of books issued and returned. In bigger libraries and especially having multi-storeyed stacks, at least one shelf worker must be provided for one wing of the stack. He should be made responsible for the proper up-keep and arrangement of books of his

section. In addition to it, one or two semi-professionals should be appointed who should continually read the shelves. They should rectify the arrangement also. In bigger libraries, more persons may be provided to do this job because this is a very important job in the sense that if a book is misplaced either knowingly or unknowingly, it is lost for ever for a reader and until and unless it is placed at its proper place, the readers will be unable to get this book, thereby affecting library service. Their work should be checked occasionally by Section Incharge, so that certain mistakes are rectified which are likely to be committed by junior members.

10 2 Stacking methods & materials

In ancient and medieval times, libraries were mere store houses of books. The books were considered treasure-troves and these were not allowed to be read by the common people. Rather these were considered as 'forbidden fruit' for the man in the street as imparting of education and learning in ancient times was the monopoly of the rich. (Brahmins in India). The books were collected for preservation sake and were naturally kept in closed almirahs and safes and were heavily guarded. In the 16th century there were 'chained libraries' in which books were actually kept in brass frames which were fastened by iron chains with the almirahs. These could not be removed away in any manner. The stacking of books was influenced by the conditions prevalent in those times. Printing press was still not there and due to the difficulty of duplicating them, the books were not issued out. So the furniture required for keeping the books was of such a kind that the books could be stored safely.

Later on, safes and alcoves gave way to shelves so that the books could be stored in better hygienic conditions and could be issued out to the readers, though to the privileged few. Again, in the shelves, some arrangement was provided so that the time of the readers could be saved. A lot of time was wasted earlier when the books were stored in boxes and safes in which no desirable arrangement was possible and books were mixed with each other. 'Once the shelf has evolved from the book-rests of the medieval library nearly four centuries were to pass before any further significant step was taken in storage methods.'²⁹⁵

With the invention of the printing press and the advent of Renaissance and democracy, the production of books began to

increase. Libraries which were once considered 'forts of rebellions' were opened in large numbers. These libraries acquired books in large numbers, "With the growth of library stocks the height of shelving came to be increased, access to the upper levels being afforded by galleries, and during the nineteenth century cast-iron construction was introduced, to be superseded in its turn by steel and concrete. Much space continued to be unprofitably taken up by the gangways and aisles required to give access to shelving, and it was eventually realized that the proportion of shelving in relation to the total volume of a book store could be increased by using movable presses in addition to fixed ones."³⁹⁶

With the change in the purpose of a library from 'preservation' to 'use', the sizes, shapes and kinds of stacking equipment also underwent a revolution. Proper rooms meant for stacking books were built so that books could not be eaten away by white-ants and other book-worms. Similarly, stacking furniture was designed in such a manner that books could be used without any difficulty and without any wastage of space.

10 2 1 Principles of stacking

"In order to ensure an efficient and economical scheme it is necessary, when planning a new building, that there be collaboration between the architect, the librarian and the equipment manufacturers. Briefly :

- (a) A library must be designed to accommodate books and folios of every description.
- (b) Planned to give ready access to every volume and easy communication with cataloguing, reading and delivery rooms.
- (c) A ventilating system ensuring adequate fresh air, free of dust, with temperature and humidity control.
- (d) A lighting system whereby the titles of books are easily read.
- (e) Adequate provision for expansion."²⁹⁷

The first principle implies that the planks of shelves should be adjustable so that books and folios of every description could be

shelved without any wastage. Alternatively, shelves with planks at various distances should be provided in a library.

The second principle implies that the shelves should be such that the shelved books were within the reach of persons of normal height. This means that the height of the shelves should not be more than 7 feet, because a person of normal height could have access of even those volumes which might be shelved on the upper most planks of shelves.

The third principle is mainly concerned with the structure of a building. But it has implications on the shape and construction of book shelves also. This means that the book shelves should have enough vacant space so that fresh air and light might reach each volume. So far as keeping the books free from dust and controlling temperature and humidity are concerned, the stack room should be air-conditioned. Vacuum cleaners and exhaust fans should be provided for keeping books in a normal condition. The shelves with glass panes can also save the books from dirt, dust, variation of temperature and humidity but this system violates the very spirit of modern librarianship because it entails unnecessary expenditure and hindrance to the readers.

The fourth principle implies that the lighting arrangement should be such in the stack room that every title could be easily read. This can be possible only if sky ventilation, glass walls and other natural and artificial lighting arrangements are made. Slanting light should be thrown on the spines of all books arranged in the shelves. It also implies that the book shelves should be rack type *i.e.* without doors.

The fifth principle lays down that adequate provision should be made for expansion. The implication of this principle in relation to book shelves is that the book shelves should be of standard size and should be in consonance with the size of the module used for constructing the library building, especially the stack room. In this way, any number of new racks can be added to accommodate newly acquired books.

The following may be added to the above-mentioned principles :

1. Wastage of space should be avoided to as much extent as possible.
2. Maximum number of books should be shelved in minimum amount of space.

3. The shelves should be as much attractive, functional and durable as possible.

The first out of these principles implies that the shelves should be of uniform size and shape so that any number of racks could be fixed without taking undue space. In other words, it means that the length, breadth and depth of the shelves should be in accordance with the sizes of the books to be shelved. The shelves should also be double-faced so that space could be saved which would otherwise be wasted if each shelf was fixed separately. The partition between two sides of the racks may be of glass or mesh wire because it will take lesser space.

The second principle implies that the shelves should be such which could either be folded after use or could be arranged in a vertical manner. These also enable the libraries to make use of other methods such as Rolling Stacks, Bracket Stacks, Compact Shelving equipments.

The last principle lays down that the material and make-up of the shelves should be such that these could give a fine and attractive finish and also could be durable. This can be ensured only if these are made either of seasoned wood or of steel with enamelled colours.

For normal shelving in general libraries, the standard racks or shelves made of either seasoned teak or sheesham wood can prove useful and functional. The steel racks are manufactured in India by M/s. Godrej Co. Bombay, M/s. J. K. S. Company, Hubli,²⁹⁸ M/s. Siddeshwar and Co. Pvt. Ltd., Hubli^{299,300} Decor Steel Pvt. Ltd. New Delhi and Chandigarh³⁰¹ and M/s. Vinar Limited, Delhi.³⁰² The last mentioned company claims nine distinct advantages of its steel equipment. These are

1. Built to last—specially phosphated against rust and corrosion, strengthened with a hard baked enamel finish.
2. Built-in sturdy side rests and back stoppers for better care of books.
3. Range indicator and index pocket are provided on each 'Vinarak' for easier cataloguing.
4. Label holder for each shelf is provided for efficient classification.
5. These are no dirt-trapping ridges or corners.
6. Adjustability of shelves is possible at every 19 mm (3/4").

7. There is an ease of arranging continuous bays.
8. There is an ease of assembling and dismantling.
9. Special grey finish is provided to match the most modern decor.

M/s Curzon & Co. Madras has been manufacturing wooden Unit Book Racks.³⁰³

Dr. S. R. Ranganathan's specifications of a standard Teak-wood Book Rack which he designed for the Madras University Library in 1926 can also be used in manufacturing wooden book racks.³⁰⁴

The Indian Standards Institution, Delhi has brought a standard for wooden rack vide IS : 1829 (Part 1)-1961 Library Furniture and Fittings : Part 1 (Timber). These have been reaffirmed by the University Grants Commission's Library Committee.³⁰⁵ These are very much in use. These racks are meant for those libraries which are practising open access system. For libraries having closed access, almirahs with glass windows would be useful. These are very costly. In the alternative, wooden book racks with adjustable planks can also serve the purpose. Though these are more attractive than the steel racks, yet there remains always a danger that enemies of books may assault the books. The steel racks, on the other hand, are very much durable and also are free from being spoiled or eaten away by the white-ants, etc.

10 2 2 Stacking Systems

The real problem of accommodating more books is faced by either national libraries or other depository centres or libraries where the books of various sizes are continuously received in staggering numbers. The following methods have been brought into practice to solve this difficult problem.

10 2 2 1 Double rows on fixed shelves

On normal fixed shelves, the books can be arranged in double rows as was experimented earlier. But due to inconvenience in selecting the books on the rear rows, it was replaced by two separate shelves to be used for two 'layers'. In this system in order to have access to the books in the rear row, the books on the front line could be easily swung on the side.

10 2 2 2 Hinged Stacks

In an experiment conducted on these lines at Bradford between 1878 and 1884 by the City Librarian, Charles G. Virgo, an equipment was introduced which foreshadowed very closely the hinged shelving for compact storage now in use in the United States. It consisted of a press, hinged at one side and mounted in front of fixed shelving, access to which was obtained by opening the hinged press in the manner of a door. The equipment was constructed of wood, and to give additional support to the hinged press a roller was attached to the outer edge, running on a curved metal track in the floor.³⁰⁸

10 2 2 3 Bracket Stacks

Another method of shelving books is to use the bracket stack. "Tabular columns into which the shelf brackets engage are supported by a heavy shelf base and the shelves are easily adjusted at 1 in. intervals."³⁰⁷ Such stacks are found in the National Archives of India, New Delhi. In this method lot of space and materials are saved and more books can be shelved in a given space.

10 2 2 4 Multi-tier Stacks

The multi-tier stacks method has been adopted by many large libraries of the world due to lack of space. "This system is constructed with a self-supporting metal framework extending from basement to roof, and designed to carry the weight of the book load, with the weight of the deck floors and line dead."³⁰⁸ Vertical extension of stacks is cheaper than the horizontal one if the multi-tier stack system is resorted to. This is because the floor on each stack is temporary one. It may be either a wooden framework or a lighter steel or concrete framework. The book and shelf load is on the basement. Every stack floor is connected with the others by joining the shelves in a vertical manner. In the Central Secretariat Library, New Delhi, multi-tier stack system is followed and the floor of each stack except that of the ground floor consists of wooden frame. Each stack floor of the Indian National Scientific Documentation Centre Library, New Delhi, consists of concrete but it is incapable of bearing the heavy load of books and other equipment. "The close spacing of the supporting columns which are slotted to support the shelf brackets permits the use of thin slab concrete or metal plate floors."³⁰⁹

10 2 2 5 Tower Stacks

One kind of tower stacks is the arranging of many shelves on one another, thus raising the shelf capacity. This kind of system is found in the Punjab and Haryana High Court Library, Chandigarh. The stacks are arranged along the walls. These extend upto the roofs which are very high. But the stacks are made of lighter wood so that due to heavy load, the lower shelves do not give way. Another precaution is taken by providing appropriate wall support to the shelves by attaching the same to the walls in one way or the other. The whole of the weight is not on the lower shelves. But this kind of shelving is dangerous and expensive. This method does not put every volume within the reach of a normal reader. Staircases have to be used for having access to volumes placed on the upper stacks.

The second kind of tower stacks is the provision of stacks on more than one floor, each floor being independent of the other. The floors of all the stack areas are made of concrete and the weight of books and other equipment is borne by each floor by itself. The height of the stack room is not more than 9 feet. This type of stack is very popular now-a-days. It is very expensive. This system is found in many libraries of India.

"In some of the older buildings, such as Widener at Harvard, and in new buildings, as at Princeton, underground stacks have played a prominent part in the storage of books."³¹⁰

In such stacks the aisles which give access to the bookshelves take up about 65% of the space in the stack.³¹¹ In the order to obviate these problems, the moving stacks and compact storage methods may be made use of.

10 2 2 6 Rolling Stacks

In order to meet the scarcity of space for stacking purposes, Rolling Stacks may be used. "These are metal stack units mounted on wide tread ball-bearing wheels. These cases are placed side by side forming a solid bank of books and by the use of this system about 50 per cent. more books can be stored in a given floor area than is possible by the normal fixed shelving system. Individual cases are easy to pull out provided a hard level floor exists."³¹² Such stacks are available in many Indian libraries such as the National Library, Calcutta and the Planning Commission Library, New Delhi.

A recent Swedish invention—already in use in Britain—enables rolling cases to be manipulated by electric power.”

10 2 2 7 Compact storage

Fremont Rider is a strong protagonist of compact storage. He bases his proposals on his experience as Librarian of Wesleyan University, Middletown, Connecticut. He advocates the use of compact storage methods for libraries facing space problems. Though micro-copy methods can be used to meet the challenge of the ever-increasing number of accessions in bigger libraries, yet the cost of converting the conventional paper-books into micro-cards or micro-films etc. is much more costly than the original texts. For actual shelves only 35% space is available because as already pointed out, the aisles take away 65% of the total volume of space. At least 50% space which is now-a-days wasted in arranging books on conventional shelves, can be saved. The first step for achieving the stipulated 50% saving is to arrange books by sizes so as to save 25% space.³¹³

Although explored since the days of Melvil Dewey, compact book shelving has been widely publicized and used since 1950. Robert H. Muller enumerates the following factors which should be taken into consideration by the librarians who plan to have compact storage :—

- “1. Cost of shelving per linear foot ;
2. Mechanical functioning of the equipment ;
3. Relative accessibility and visibility of books ;
4. Efficiency in shelving, collecting and shifting books ;
5. Ease of shelf labeling ;
6. Adaptability of the equipment to the floor area dimensions under consideration ;
7. Adjustability of shelves and drawers ;
8. Hazards and safety features ;
9. Relative quietness and noisiness in operation ;
10. Appearance ;

11. Adapability to non-book uses ; and
12. Reconvertibility to non-compact storage."³¹⁴

"This system consists of units of three stacks, the centre row of fixed double-sided stacks at each sides. Each hinged stack is hung on ball-bearing pivots without rails or guides and is easily swung into the aisle to give access to material in the inner shelves."³¹⁵

"The Vernier mobile book stack made by Messrs Libraco, of Charlton, London, is a free-standing double-sided press mounted on casters with specially designed roller bearings which the makers claim, ensure that it does not 'wander' in use."³¹⁶

Another type of compact storage equipment manufactured by Messrs. Glover of Great Britain has been invented by a Swiss engineer. It is known as Compactus-System, the Foulkes Mobile Storage System or Compactus-Ingold System.³¹⁷

"Compact storage is already employed in the United States and among the types of movable shelving designed for use in conjunction with fixed presses is that manufactured by Messrs. Snead and Co., of Orange, Va., one of the earliest installations of which is to be found in Midwest Inter-library Centre, Chicago. The Snead System makes use of fixed and movable shelves, and takes the form of a triple bank of double-sided adjustable steel shelving, the centre presses being fixed and each having a double-sided press of the same width hinged to each face. There are, thus, six layers of shelves between stack aisles, and each outer compartment can be swung open like a door to afford access to books on its inner side and on the fixed centre shelving—a modern application of the principle introduced by Virgo at Bradford."³¹⁸

Many other kinds of compact storage equipments are found at many places out of which the following may be mentioned :—

- "1. In the Hamilton Compo stack equipment, which is now being made in the United States, drawers take place of shelves, and a 'floating side' permits any drawer to be opened to its fullest extent without becoming dislodged."³¹⁹
2. Art Metal Company of James Town, N.Y. has made a shelving equipment which is known as Com-Pac-Case Storage System. This may be adopted for new installa-

tions, or applied to existing fixed shelving, where conditions permit. Unlike Sneed equipment, the Com-Pac-Case movable presses are single-sided, the standard pattern is 7 ft. 3 in. high and has adjustable shelves 9 in. deep and 15 in. wide. Units are hinged to each side of the front of fixed presses 3 ft. wide ; a space of $3\frac{1}{2}$ in. between the inner sides of the hinged units permits one-half to be opened without disturbing the other. The hinged units are secured in the closed position by a spring loaded bolt and may be fastened with a padlock.³²⁰

3. "The Stor-Mor equipment made by the W.R. Ames Co. of San Francisco, employs double-headed drawers, designed to give 100 per cent increase in capacity with no decrease in the width of aisles. In the Charles Holbrook Library of the Pacific School of Religion at Berkeley Cal. an increase of 113 per cent was claimed to have been achieved through the introduction of Stor-Mor equipment. Like the Hamilton drawers these may be installed in existing library buildings ; unlike them they have no shelf fitted across the front of the drawer and directly accessible, but books are shelved in two rows along the length of the drawer, fore-edge inward. The drawer assembly is such that it may be mounted on stack supports designed for fixed bracket type shelving and the two sizes of drawer advertised measure $16\frac{1}{2}$ in. wide and $68\frac{1}{2}$ or $76\frac{1}{2}$ in. long. Other sizes are available. Two drawers side by side have the same width as a standard 3 ft. shelf. The height of the front of the drawers is $7\frac{1}{2}$ in. to permit the removal of books there are no raised sides, while supports are fitted to hold books in place when the drawers are moved. The length of the drawers is such that when fixed shelving is replaced by Stor-Mor equipment, as with Hamilton, the space formerly occupied by alternative aisles is made available for books. The drawers run on ball-bearing rollers will open with a pull of less than 3 lb. and are held in place when closed by a locking catch. They are fitted with two 5×3 in. card holders at each end to enable the contents to be indicated. The makers state that all volumes are easily visible when the drawers are open. The equipment is in use in Stanford University Library,

and is to be installed in the libraries of California and Michigan Universities.³²¹

4. "The compact storage system advocated by Remington Rand employs four-way stack columns to make it possible to turn the direction of stack ranges by 90 degrees ; it achieves compactness through aisle reduction from a width of about 36 inches to 20 inches and elimination of a centre aisle. If no centre aisle or cross aisles are provided both before and after the change, storage capacity can be increased by about 40%. The claim made in advertisements that storage capacity can be increased by 69% is true only if you assume a relatively comfortable provision of aisles before the change and no cross aisles after the change."³²²

10 2 2 7 1 Evaluation of Compact Storage

The librarians who are faced with the space problem due to infinite increase in the number of accretions in the libraries feel tempted to adopt these latest stacking methods especially compact storage methods and mechanisms as advertised and demonstrated by various firms. But they should not take them at their face value. They should take them with a grain of salt because these systems do lessen the use of books which is not desirable. All the same, merits and demerits of various systems should be carefully studied before making a decision as to whether a particular stacking method is to be adopted or not. About compact storage many librarians have expressed their opinions.

"The only place where savings would be affected would be in the amount (per book stored) of the stack building shell which would be required ; and though this saving might be material, the extra cost of the stack installation in it would probably more than offset the saving. What we have here again, in other words, is a greater compactness and no overall economy."³²³

Dr. Muller has brought into light the following kinds of savings which can be effected by the adoption of compact storage methods :—

- "1. Lighting installation and maintenance ;
2. The installation of floor covering and floor maintenance ;
3. The cost of handling books to the delivery desk and returning them ;

4. The installation and maintenance of heating and ventilating equipment ; and
5. Janitorial maintenance."³²⁴

He compares the cost of shelving (excluding building costs) per volume in various kinds of stacking equipments and systems as follows :—

	Sh.
1. Fixed Shelving	0.16
2. Hamilton drawers	0.54
3. Ames 'Stor-Mor' drawers	0.57
4. Art Metal hinged units	
(a) Two units per face of fixed shelving	0.56
(b) Four units (double layer on each face)	0.65" ³²⁵

"The extensive use of compact storage equipment is, therefore, economically justifiable when building costs are very high, when land values are high and vertical extension impossible, or when for any reason extension or rebuilding is completely impossible."³²⁶

The compact storage is not without disadvantages which should be taken into consideration when contemplating to introduce compact stacking. The following are the disadvantages of compact stacking :—

- "1. Books are less directly accessible.
2. Movable parts may require maintenance.
3. Moving of drawers or hinged doors may cause noise.
4. Shelving, shifting and collecting of books may require more time and motion and may, therefore, involve greater labour costs.
5. Drawers and hinged doors may block aisles and become hazardous, causing accidents.
6. Time may have to be expended in teaching library users who are not mechanically inclined how to operate drawers or hinged doors with safety.
7. Compact storage units are perhaps not too practical in open stacks despite claims to the contrary."³²⁷

10 2 2 8 Conclusion

For taking a decision as to whether compact shelving should be resorted to in a particular library in particular situations or not, the following questions must be considered :—

- “1. Is the inconvenience that will result great enough to outweigh the saving in space that will be achieved ?
2. What is the actual monetary saving that can be anticipated from adoption of any specific plan ?”³²⁸

There are many drawbacks of special types of shelving materials other than those of ordinary standard fixed shelving. In the former non-accessibility of books, danger of damaging of books and stacking materials and the heavy costs of installations are some of the major drawbacks.³²⁹

It can be concluded by observing that those libraries which stock books and other kindred materials for constant use should prefer normal standard fixed stacking material. These are found especially in those libraries which have got open access system in vogue. The other methods of stacking can be and should be used with profit only by those libraries which are either national libraries or other copyright or depository libraries where the books are kept not for constant use but for storing and preserving purposes. Other methods given above can also be used for stacking those books in a library which are either lesser in demand or are otherwise not required. These methods are meant for bigger libraries which face problems of space. Smaller libraries should use only standard fixed shelves.

10 3 Shelving Methods

10 3 0 Introduction

Though there seems to be no difference between the meaning of ‘storage’ and ‘shelving’, yet the word ‘storage’ clearly indicates that the books are to be stored and proper care is to be taken for their preservation. For this purpose, allotment of appropriate location marks would be useful instead of arranging books subject-wise. In a growing library, if classified arrangement is not followed, the interpolation of books under various heads would become difficult and the very purpose of a service library will be marred altogether,

and the use of books would be minimized. Open access system which has been brought into practice in order to publicise books and induce the readers to do their selection easily and properly, will be put to a stop and thus it will be a retrograde step as the books will be kept in a medieval fashion. If the aim of a so-called library is to store books, the above-mentioned methods can be used besides the following methods :—

- “1. Methods of shelving more books in the existing sections.
2. Methods of devoting a larger percentage of the available floor space to regular shelving, and
3. Methods of increasing the capacity of a given floor space by using special kinds of shelving.”³³⁰

The first method implies that less space should be left for future growth and books should be shelved by size, on their fore-edges, in two-or three deep and by increasing the height of shelving equipment.

The second method implies that shelves should have lesser width, space for aisles may be reduced, longer ranges of shelves may be adopted, and ranges of shelves may be lengthened and the width of the cross aisles should be reduced.

The third method implies the use of improved space-saving stacking and shelving methods.

In case the books are collected for wider use, the arrangement of books on shelves should be decided keeping in constant view that books are meant for maximum use.) “The essence of efficient library service is to produce the book wanted, or to suggest a similar title, with the minimum of delay. All routines for the control of the book collection and all stock records stem from this. The fluidity of the private library of the earlier times, adequate enough for its owner who was also often sole user and who could recall the contents of a given shelf easily produced a natural reaction in the nineteenth century, when a large public began to use libraries and, so as to minimize confusion, books were given fixed shelf numbers, made even more permanent by their inclusion in printed catalogue.”³³¹

“The books should be arranged on the shelves so as to fulfil the Fourth Law of Library Science. The arrangement cannot be permanent in the changing library world. It will have to be judiciously

varied and readjusted from time to time. Several factors will have to be examined from time to time for this purpose."³³²

"Fixed location is an antiquarian method of shelving which should never be seen in a lending library and is justifiable only where collections are immutably complete and permanently placed. Such collections are usually important bequests which have to be preserved intact and found in cathedral libraries, large university or institutional libraries, or in the reference departments in municipal libraries. The books may be classified alphabetically, chronologically, or systematically by subject as circumstances may control or suggest."³³³

(10 3 1 Classified Arrangement

The books must be arranged on the shelves in some logical order if their proper use is to be ensured. One method which is commonly used by most of the libraries is the arrangement of books in a classified manner *i.e.* in the order of a Classification scheme used in the library.) Suppose, (Dewey Decimal Classification is used in a library,) the classified arrangement of books will be in the following order :—

000	100	200	300	400
500	600	700	800	900

"So far as is practicable the stock should be arranged in unbroken sequence upon the shelves, but exceptions have sometimes to be allowed. For physical reasons it is frequently found necessary to have size grouping. Quartos and folios, including atlases, probably the whole of music, and all works of large size, cannot economically be placed with crown or demy octavos. To do so would be extremely wasteful of space, and this effect would not be pleasing."³³⁴

(10 3 2 Broken order

In libraries, some books are in great demand while others may not be used by the readers very frequently. The time of the readers is to be saved and efforts are to be made to ensure that all requisite books are brought to the notice of the readers. Reference books, children's books and other kindred materials are placed separately because these would be accessible easily if these are arranged in special sequences. All this implies a broken order. It implies that the arrangement of books is not strictly in accordance with the classified order.) In a public library, books on fiction, biography

and current topics are in constant demand. These are taken out of the normal classified sequence, and are arranged in front rows so that the readers can select the books easily and without loss of time. This broken order may be as under :—

800	920	320	
Reference Books	Juvenile Books.	100	200
300	400	500	600
700			

(10 3 3 Parallel Arrangement

If the books are arranged in a classified manner and by size, a system of parallel order may be followed. It means that books of various sizes on a particular subject are arranged on the same shelves in such a manner that no space is wasted and books are made available without any extra labour. Books of smaller sizes on a particular subject may be arranged behind the books of normal size. The books of abnormal sizes may be arranged on the lower most shelf. Another method of ensuring parallel order may be to arrange books of smaller and bigger sizes on the 4th and 5th planks of shelves respectively on all subjects. This means that books of a particular size would be arranged in a separate sequence. But this arrangement would be classified.)

“Having been obliged to disturb the schedule sequence and to arrange the books in so many collections, it is a great responsibility of the Maintenance Section to maintain correct sequence in the shelves and to see that every book is in its correct place. The mechanical apparatus invented by the library profession to cure this is what is known as the Shelf Register. It is made up of cards of standard size, viz. 125 x 75mm written on the principle—one title, one card—with the call number in the leading line.”³³⁵

(10 3 4 Block Arrangement

“Block arrangement is the method of shelving books in regular shelf-to-shelf, case to case order according to classification. An interesting variation is accomplished by placing an occasional section of non-fiction in the congested fiction areas. This variation is designed quite practically to relieve the crowding that often exists when all the fiction is shelved close together in a busy public library.”³³⁶)

(10 3 5 Ribbon Arrangement

In this arrangement, the books of fiction are placed on the middle planks while non-fiction books are kept on the upper and lower planks. The purpose of this arrangement is to create interest amongst the readers to read non-fiction books and to dissuade them from reading fiction books.) "Ribbin arrangement, which was on a definite decline when the American Library Association Survey was made, seems to be increasingly less popular except perhaps in the case of some school libraries and children's rooms in public libraries."³³⁷

10 3 6 Shelving in Various Kinds of Libraries

In short, the arrangement of books should be decided keeping in view the needs of a particular library and its clientele. Classified order may be useful in general and academic libraries. In the case of national and other depository libraries, the arrangement of books may be accessionwise or it be by sizes. The methods of compact storage may also be applied to secure maximum storage capacity.

10 3 7 Shelving Special Books and Non-Book Materials

10 3 7 1 Bound Periodicals

A separate sequence may be prepared for keeping bound periodicals. If these are to be kept near the books on the related subjects, a parallel arrangement would be advisable. This parallel arrangement implies two methods *i.e.* keeping periodicals on a particular subject just on the parallel shelves or by keeping periodicals on the uppermost or lowermost planks of the shelves in which books on the related subjects are kept. Strict classified order, though useful, is not economical. The former method is used in the Panjab University Library where each stack floor is divided into two wings *i.e.* in the one wing books on particular are subjects kept while in the second wing, bound periodicals on the related subjects are kept. In Gauhati University Library, bound periodicals are shelved in the Periodicals and Reference Sections.

10 3 7 2 Rare Books and Manuscripts

Some books are rare because their duplicates are not easily available. Care must be taken for preserving them. The physique

of such books is very weak. These should be handled with much attention and care. The following "Do's" and "Don'ts" for the treatment of rare books may be followed :—

"Do not mark on or in the book itself with ink ; use pencil, use it lightly, and use it sparingly. Do not perforate. Do not stamp. Do not emboss. If call number is necessary, paste a label on the side of the book (not the spine) and write the call number on the label. Do not allow readers to use ink in taking notes. Put the book in a box or extra covers if it has to be housed in a dusty or dirty atmosphere or where there is much sunshine directly upon it. House in locked, dirt-proof book-cases, if possible. Guard more against physical harm to the book than against its theft, if a choice must be made. Shelving should be particularly smooth surfaced to prevent damage to the binding".³³⁸

The manuscripts should be given a special care and treatment. All the manuscripts should be kept in a closed sequence and these should not be allowed to be handled by all persons.

10 3 7 3 Maps

For shelving maps, various kinds of storage cases are being used, such as oversize, legal size and correspondence size filing cabinets and blue print cabinets. "When maps are frequently consulted, they probably should be laid flat in a blue-print cabinet. Care should be taken that regardless of the case used, no more maps be put in a single folder or drawer than can be easily located, removed and refiled".³³⁹

In case of depository libraries, legal size cabinets would be suitable but care should be taken that the paper used for such maps should be of superior quality, otherwise these would be spoiled by folding and refolding. The maps should be kept in envelopes or folders which would also provide uniform surface for putting location numbers. A cabinet of thirty 22-inch by 24-inch drawers may be used for filing maps horizontally and in alphabetical order. The maximum and minimum height of the cabinets should be governed by the principle that the reading material were easily accessible. It should be about six feet high from the floor level.

10 3 7 4 Atlases

Atlases may be shelved in specially made ordinary cases or in drawers like cases. Larger atlases present problems of shelving because if these are shelved like books, the danger of damaging their bindings and pages looms large. If these are shelved in vertical fashion, the binding of the lowermost atlas is sure to be damaged. To avoid this, smaller volumes should be made to rest on larger and heavier atlases. Even the open-bar shelves are not suitable for shelving folio atlases because by friction the bindings are affected adversely.

10 3 7 5 Music

The music scores should be allowed to be used but without any damage because their physical construction is very fragile. In case the music scores are of book size, these should be bound and shelved like books. In case these are very thin, these may be bound in commercial pamphlet board bindings. The scores can also be tied by card-board folders. Vertical file cabinets may be used for shelving thinner music scores.

10 3 7 6 Pamphlets

The most practical solution for shelving pamphlets is the use of manila folders which may be filed in the vertical file cabinets. The pamphlets should be filed subjectwise. The oft-used pamphlets should be got bound and be properly classified and catalogued. Comprehensive subject headings should be provided for the pamphlets. Periodical weeding of the out-of-date and unused pamphlets should be carried out in order to avoid unnecessary congestion in the files.

10 3 7 7 Films and Microfilms

Films and microfilms need 50 per cent relative humidity at 70°F like books. These must be kept free from dust. Films and microfilms being highly inflammable should be kept in metal storage cabinets which may be filed in ordinary vertical files or file boxes. These need not be shelved alongwith books in a classified order because no special purpose will be served as these cannot be deciphered without projectors. Rather, these will be put to unnecessary dangers of mishandling.

10 3 7 8 Recordings

Recordings should be shelved vertically on specially constructed racks having pigeon holes at a distance of 4-5 inches, so that unnecessary lean may be avoided. But in those countries where the climate is warm and humid, it is better to shelve these in a horizontal manner otherwise the danger of warping increases.

10 3 8 Ethics of Shelving

The restorers and book shelvees should be initiated into the ethics of shelving. If books are not shelved properly, their bindings are likely to be damaged. Moreover, an irregular and uneven arrangement looks very ugly.

The following are the tenets of the ethics of shelving which the shelvees must always observe :—

1. Straighten the shelves constantly.
2. Keep all books in a straight line by pushing books forward and backward, as may be required.
3. Keep the spines of books parallel to the front border line of each shelf.
4. Eliminate 'lean' by pushing the loosely shelved books from the right to the left.
5. Use book supports for partly-filled shelves.

"Shelvees must be taught that books must not be left loose, uneven, or leaning on a shelf, or damage will result, and yet that they should not be handled unnecessarily. The veteran shelvee knows at a glance where to draw the line, and others should be taught, for the line does need to be drawn. As far as possible, specific instructions should be placed in the hands of shelf workers, especially where old or fragile books and bindings are involved".³⁴⁰

10 4 Shifting and Moving Books

In expanding libraries, moving and shifting of books becomes essential. The books are either shifted to a new building or to new rooms or floors of a library. The Panjab University Library was shifted from Simla to Chandigarh. Initially it was shifted to the ground floor because the upper floors were under construction. The books from the ground floor were later on shifted to upper three

floors. This job is a stupenduous one and needs lot of pre-planning so that no hindrance is caused in service for an unusually long time. "It is possible to move a very large collection without having any books unavailable to the public for more than a few hours."³⁴¹

10 4 1 Planning

It is advisable to prepare all the requisite plans beforehand in order to avoid any confusion. This is essential because books being in thousands, if mixed, will cause much confusion. In larger libraries, the Chief of the Circulation Section may be made Incharge of all planning in this regard and a committee of senior officials be constituted to assist him, while in small libraries the Head Librarian will have to plan it by himself. Sometimes, a contractor is engaged for this purpose and the senior staff members provide him necessary guidance and help.

"The basic information needed for planning to shift a collection should include :

1. The number of sections or shelves of books in each subject classification ;
2. The number of sections or shelves available on each tier ;
3. Decisions regarding the new locations of the several classes of books ; and
4. Decisions regarding distribution of free space among the various classes."³⁴²

While shifting books from one place to another, it should be ensured, that enough free space is left out and special provision is made for shelving oversize books and periodicals. Certain sections need more space for expansion. Enough space should be left out so that the new additions made during a period of about every five years may be absorbed easily.

It is advisable to "prepare duplicate drawing of floor plans for each stack level. A large scale was used ($\frac{1}{4}$ inch to the foot) so there would be ample space for indicating the inclusive classification numbers for each section. A general plan for dividing the book collection among the several floors was then made, based on a count of the number of sections occupied by each classification. It was found desirable to put these figures, as well as the capacities of each

stack level, on a separate sheet since this helped in explaining the shifting. Finally, using the duplicate plans, the new location for each class of books was written in the spaces representing each section. It was decided to leave some space vacant on each shelf in order to prolong the time before another shift would be necessary. The amount of space left on each shelf was determined by dividing the amount of free space by the total space available. Assuming that a particular stack level contains 150 sections and that 120 sections of books are to be shelved on this level, there would be 30 sections of free shelf space. These 30 sections, divided by the total space, 150 sections, allow for 20 per cent free space, which may be distributed as desired."³⁴³

Similarly plan was prepared for moving the Toledo Public Library from its old building to a new building. "This move was complicated by the need for increasing the number of subject service areas from four to eleven and inter-shelving a number of branch library collections. Horizontally perforated, colored, gummed labels were made to use in identifying related subject areas : yellow signified art, music and the humanities ; green, history, travel, biography, etc. Each service head was made responsible for measuring his collections in the old building. In addition, estimates of the amount of space required for expansion of each collection were made and added to the measurements of the collections. This total was then measured on the shelves in the new building and since the shelves were numbered with chalk, a notation was made of the inclusive numbers of shelves to be occupied. The day before the actual moving started, the proper colored labels were affixed by the narrow portion above the perforation to the individual wooden shelves beneath the volumes in the old building. Each of these labels bore in pencil the number of the shelf in the new building. Thus when the movers packed a shelf of books in the container, retaining the proper sequence of books on the shelf, they had only to tear the label off, moisten the back of it, and affix it to the end of the box. By its color it showed to which service area the container should be sent, and upon which shelf the books should be placed when unpacked."³⁴⁴

Similarly, arrangements were made when the Panjab University Library, as already referred to, was shifted from its Simla abode to a new building at Chandigarh.³⁴⁵ Different subject areas were divided amongst various Assistants and books were arranged in

containers and clear indications were given on the outer cover of the containers. The inclusive call numbers alongwith subject names were written. The boxes were also consecutively numbered and corresponding lists were prepared. The shifting was accomplished very smoothly.

10 1 4 1 Equipment and Methods of Shifting

If books are to be shifted from one floor to another, ordinary boxes or containers may be used. If book elevators are available in the library, these should be made use of for carrying the books, otherwise some other trolleys and book trucks may be used. But if books are to be shifted from fairly long distances, it is advisable to carry the books in specially prepared standard containers.

"In the Teledo Public Library, where a shelf of books was considered as the unit in moving, special containers of corrugated card board were used because of possible danger to books and to the floors of the new building. These boxes were made in two sizes, the one for standard size books being 36 inches long, 10½ inches wide, and 9 inches deep, and the one for large books, 36 inches long, 15 inches wide, and 12 inches deep. All had regular flap covers so that the books could be protected from the weather."³⁴⁶

Various sizes of containers have been used by many libraries, e.g. The Pennsylvania State College Library used wooden boxes measuring 38 inches by 14 inches by 12 inches.³⁴⁷ "During the general shifting and moving at Brown University in 1938-40, boxes 3 feet in length requiring two men for handling were discarded and replaced by boxes made for half inch pine with inside measurements of 1 foot by 1 foot by 8 inches. Since one worker could carry two of these; the new boxes increased by one-half foot the number of books each person was able to carry. When filled, a box of this size balanced itself so that it could be carried by its edge without spilling the books. A human chain was used to forward the boxes of books from packer to shelve."³⁴⁸ Similar method was used by the Panjab University Library when it moved its bookstock from the ground floor to the stack areas on the other three floors.

It is evident that proper planning and provision of suitable equipment are essential if the shifting and moving of books are to be carried out smoothly.

10 5 Procedures Followed In Maintenance Section

10 5 1 Multiple Sequences

The processed books are received from the Processing Section for shelving. In almost all libraries, books are shelved in more than one sequence. These sequences pertain to :—

1. Reference books and Reports, marked as 'R' and 'RR' respectively.
2. Rare Books, marked as 'Rare'.
3. Paintings and illustrations, Marked as 'P' or 'R'.
4. Manuscripts, marked as 'MSS'.
5. Films, Filmstrips, Micro-cards and Micro-films, Photographs marked as 'Closed Collections'.
6. Undersized or oversized books, marked by underlying or overlining their call numbers.

10 5 1 1 Reasons

The reasons for having multiple sequences are :—

- (i) Nature of thought-content *i.e.* whether these books are to be read through or are to be consulted off and on.
- (ii) Nature of material on which the information is printed or written, *i.e.* whether it is on paper, film or card etc.
- (iii) Size of the books and other reading materials *i.e.* undersized or oversized books.
- (iv) Age and availability of the books *i.e.* whether the books to be shelved are very old and/or rare books.
- (v) Printed or manuscripts *i.e.* whether the books are originally handwritten or printed ones.

10 5 1 2 Duties Of The Shelving Staff

The junior staff members deputed to shelve the books should be asked to perform the following duties :—

1. Dusting and cleaning of the shelves for which they are responsible.

2. To bring the newly processed books from the Processing Section.
 - 2 1 To arrange these books in a classified manner.
 - 2 2 To shelve these books in a proper manner.
3. To fetch the returned books from the Return Counter.
4. To regularly read the shelves and rectify the shelving.
5. To take out the torn and otherwise mutilated books for sending the same to the Binding Section for mending purposes.
6. Renewal of tags.
7. To reshuffle the existing books and merging of new books by making room for them. The existing books are to be shifted from one shelf to the other.
8. To arrange 'Topical Sequences' containing books on various important subjects or which pertain to various special festivals and occasions.
9. To make arrangement for stock-taking.
12. In case of closed access, those books are to be sent to the Issue Counter for which requisition slips have been handed over by the readers at the Issue Counter.

The books received from either the Processing Section or the Reference and Reading tables, Issue and Return Counters and Binding Section etc. must be shelved at the earliest moments so that the needy readers find the books on the shelves.

10 6 Tools For Proper Functioning Of The Section

The Maintenance Section should be provided with the following articles for ensuring proper functioning :—

1. *Book Ends or Book Supports.* These should be provided in large numbers. At least two book supports are required for one plank so that the books are made to stand erect.
2. *Book-lifts and Trolleys.* If the book stacks are spread over many floors, it is desirable that book lifts or dumb elevators, as these are called, should be provided.

Similarly, to carry books from one end to the other end of each floor, these should be a book trolley so that the time and energy of the staff are not wasted unnecessarily in performing those jobs which can be done quickly through machine operations.

3. *Shelving Tables.* One small table for sorting out books for shelving should be provided in each bay of stacks. Even when books are in the process of shelving, these can be used by the readers.
4. *Guide Boards.* In order to bring to the notice of the readers the books on all subjects, the following guides should be provided :—
 - (i) *Tier Guides.* In case of more than one tier of stacks, Tier Guide Board should be provided on each tier. One combined Tier Guide Board should be affixed at the entrance on the ground floor so that a reader gets the overall view of the arrangement of books on the shelves.
 - (ii) *Gangway-Guide Boards.* All gangways should be provided with Gangway Guides so that the readers know easily as to which books on particular subjects are arranged on right, left, front and back of the gangways. The boards should contain the names of subjects alongwith the inclusive main class numbers.
 - (iii) *Bay Guides.* Every bay of shelves should be provided with a Bay Guide which should be of hard card board and it should contain the concerned class number and its equivalent terms in common parlance. These should be inclusive of the subjects on both the ends. Such Bay Guides should be put up at the beginning of each bay in the stackroom.
 - (iv) *Shelf Guide.* Every shelf should be provided with a Shelf Guide which should contain the class numbers denoting the subject on which the books are found in a particular shelf.
 - (v) *Plank Guide.* Selection of books would be further facilitated if plank guides are also provided.

(vi) *General Instructions Guides.* The Maintenance Section should provide the following guides *i.e.* one in each bay.

(a) 'No smoking please'.

(b) 'Silence please'.

(c) 'Readers are advised not to shelve the books by themselves'.

(d) 'No spitting, please'.

(e) 'Readers are advised to sit for study in the Reading Room only'.

"The stack-room is a place for browsing and selecting books only. The place for study is in the adjoining reading room. Readers are frequently to be reminded of this in as polite a manner as possible. They do not easily realize the obstruction they cause to others settling down to read in the stack room."³⁴⁹

10 7 Open Access *Versus* Closed Access

It is the duty of the Maintenance Section to make arrangements for supervising the readers who handle books, especially in open access libraries because there always remains a danger of mutilation and damage of books by unscrupulous readers. To avoid it, the Maintenance Section should arrange for sufficient staff members for keeping close watch for all the time if the open access is to be made a success and if the fruits of the open access system are to be reaped.

In open access system, implications of the Five Laws of Library Science enunciated by Dr. S.R. Ranganathan are fulfilled as books are put to best use. All the readers have got the liberty to consult the books, and in this manner, they can select their appropriate reading materials. "The popularity of open stacks seems to be founded on the following sentiment as stated by a Librarian: "Our policy, in general, is to eliminate as many barriers between the book and readers as possible."³⁵⁰ Their valuable time is also saved as they have not to wait for the books to be brought by the pages because the readers can go direct to the stack room for bringing the requisite books. It does not take much time if the books are arranged in a helpful order. Their time which is liable to be wasted in closed access, can be saved if open access system is followed.

In closed access, a reader by consulting the catalogue, gives a requisition slip and he gets the book issued for home reading. But on perusing the book, he may find that it does not serve his purpose. He returns the book on the next day and selects another book by consulting the catalogue. It is possible that the second book may also not be useful to him. In this way, lot of his time is wasted and he feels disappointed because he does not have any opportunity to have close communion with the books. Moreover, the page or the restorer who has to bring the requisite books from the shelves has to cater to the needs of so many readers at one and the same time. He naturally is liable to consume a lot of time, thereby forcing the reader to wait for a longer time. In an open access system, the Third Law of Library Science is also satisfied because every book has got the chance of being used by its readers. "According to it, readers frequently "discover" books if allowed to walk amidst them in the stack room... The Fourth Law stresses that the subjective loss of time is more painful than its objective loss. According to it, open access allows readers to adventure among books. In this adventure, they do not feel the flight of time. This marks them love going to the library again and again. The pressure of the Fifth Law grows out of considerations of economy. In open access, there is no need to have special staff, book-lifters, as they are called in North India—to take out and bring the books needed by readers. For, the readers take them out themselves. Even the staff for replacing books can be reduced considerably. For, in the open access system, all books returned by readers are kept temporarily in special book-racks near the entrance.....(These) are the books much in demand for the time being. All readers, therefore, go to these book-racks first...Nearly three-fourths of the returned books go into circulation in this way. Thus, the staff time for replacing is reduced by more than half."³⁶¹

10 7 1. Tenets of Open Access.

An open access system is definitely better than the closed one. But its basic tenets must be observed if its fruits are to be reaped. The essence of an open access system consists of :

- “1. Putting the books in open book-racks free from doors and locks ;
2. Admitting the reader inside the stack room ;
3. Freedom for readers to walk amidst the books in the open shelves.

4. Browsing by readers without let or hindrance.
5. Guidance to readers by the reference librarian, both in anticipation and on demand ; and
6. Right of readers to take away any book to the reading room for study or to circulation counter to get it issued for study at home.^{''352}

Besides, an open access system implies proper classification and cataloguing of books. It demands efficient and correct arrangement and rearrangement of books.

10 7 2 Safeguards For An Open Access Library

Open access is not a licence for handling the books roughly. It is a freedom with some essential corresponding obligations on the part of the library staff members and readers.

10 7 2 1 Safeguards By The Library Staff

10 7 2 1 1 Decision Of The Library Building

Open access, no doubt, carries with it a certain risk of loss. The loss likely to occur in an open access library should be minimised by the very design of the building. All entrance and exist to and from the library are to be only through controlled wicket-gates. All the other doors and windows are to be made book-proof. They should be fitted with mesh-shutters.^{''353}

10 7 2 1 2 Separation Of Rare Books And Manuscripts

Another safeguard should be taken to minimize the loss of valuable books. ".....Rare and costly books, pamphlets and under-size books, books with too many plates and other weakly built books, are not to be given open access. They are to be kept in closed shelves and issued only against formal application."³⁵⁴

10 7 2 1 3 Replacement Of Books

Generally in an open access system, if not properly run, books are likely to be misplaced knowingly or unknowingly by the users. The reason of such a situation is the freedom to the readers to replace the books by themselves. The readers cannot be expected to know the technicalities and niceties of shelf arrangement. Moreover, they are generally in a hurry to go. So they cannot be expected to replace the books at correct places. Its remedy lies in prohibiting

readers to replace books themselves. They should, on the other hand, be instructed not to shelve the books but to place on the shelving tables kept in each bay of stacks.

10 7 2 1 4 Shelf-Rectification

In an open access system, it is certain that a large number of books will be taken out of their respective places. These may also be replaced at wrong places deliberately or otherwise. In order to avoid it, the used books must be replaced at regular short intervals. Moreover, shelf-rectification should be carried out in a planned manner. These will minimise misplacement of books.

10 7 2 1 5 Vigilance Service

In an open access library, there are chances of stealing, mutilating or hiding books, because they are given full freedom to handle books in the stacks and reading rooms. These evils can be overcome if proper vigilance is kept over them. Enough maintenance staff should be posted for the purposes at vantage points in stack and reading rooms. This can be achieved easily if the library building design itself provides proper vigilance facilities with minimum staff.

10 7 2 1 6 Reference Service

"The provision of ample reference service is the best human safe-guard. The kind reference service will wean away many, who are not confirmed criminals, from stealing, mutilating or hiding books. Apart from this, the constant movement of the reference staff in the stack-room provides incidently some vigilance service."³⁵⁵

10 7 2 1 7 Change In Subject Sequences

To get the full benefit of the open access system for the Third Law, the sequence of the subject in the stack-room should be changed at convenient intervals.....Change in the arrangement of books will evoke new curiosity even as the shaking of a Kaleidoscope. The Third Law will bless the librarian for this.³⁵⁶

10 7 2 1 8 Conclusion

Due to the superiority of the open access system over the closed one has led most of the library administrators of today to introduce it inspite of the danger of loss or mutilation of books. One should not lose heart if his first experiment does not provide complete success. It must be practised perseveringly and steadfastly with full faith in the efficacy of the open access system.



11 0 Introduction**11 0 1 History Of Library Binding**

BOOKS, the wares of a library, are to be preserved for posterity as the older books have been handed over to us by our ancestors. The paper, of which the books are made, is a perishable and delicate material. There must be some other covering material so that it can be saved from its various enemies such as insects, dampness, dirt, heat and cold etc. Various covering materials have been used in the past. "It is, however, beyond dispute that the problems of book binding, book protection and book restoration have been an integral part of librarianship from the earliest times. The library in Nineveh—the first known library in our western civilization—consisted of clay tablets, and these tablets were sometimes covered by earthen jars and attached to the jars were tags giving the contents. But if we are to concern ourselves with the actual craft of binding books we must look back no further than the fifth century A. D. and the Byzantine Empire for the first real evidence of binding books as we understand it."³⁸⁷

11 0 2 Why Binding ?

The reasons for binding books are two-fold *i.e.* their preservation for posterity and to keep them in a usual state for readers of the day. Previously, books were not allowed to be used by common people and the question of wear and tear never arose and, consequently, the need of any covering in the form of binding was not felt. But with the advent of democracy and liberalism, the books were freed from their bondage but they were thrown open to other formidable dangers *e.g.* dangers of wear, tear and decay due to constant use and sometimes, misuse.

“Books are like children in more ways than one : in their response to care and attention in early life, for one thing, and in their response to heredity and environment for another.....The book’s early life will be happier, its maturity longer, its final disappearance more distant if, like a child, it has found its lines cast among kindly and sympathetic friends and parents. Hygienic living conditions, proper prophylaxis, prevention of disease are more important than medication or drugs, while thoughtful and skillful attention by competent, well-trained, experienced physicians and surgeons is essential when need arises.”³⁵⁸ The book like a child will have a happier and longer life if its body is made up of the fine quality paper that can stand wear and tear, if it is provided with a suitable covering like child’s garments, if it is treated kindly and if proper care is taken continually of its constituents.

“The impression made upon a prospective patron on his first visit to the library can easily determine his future attitude toward that library. If he sees shelves full of well-arranged books in bright, attractive bindings, he may, indeed, feel that here is a library where things are kept upto date and where prompt, efficient service may be expected. If, on the other hand, he sees shelves full of dull, dilapidated volumes, he may easily decide that the librarian has lost interest in his work and that service will be indifferent. A definite binding policy, strictly adhered to, will keep the library’s stock in trade, its books and magazines, in attractive condition and will go far towards providing the library with satisfied patrons—its best advertisement.”³⁵⁹ “Just as customers naturally gravitate to the store in which merchandise has a fresh, bright, well-arranged appearance so readers come more freely to the library whose volumes have bright, attractive covers and whose pages are not over-mended, much

soiled or torn. The library staff, too, is apt to have a more cheerful attitude towards their work if they are not handling dull, shabby volumes."³⁶⁰

In short, the following are some of the reasons of having good and attractive bindings :—

1. To avoid damage from mis-handling.
2. To fight against wear and tear.
3. To avoid shabbiness.
4. To create newcover appeal amongst reader and attract them towards them.
5. To preserve perishable and frail materials.
6. To ensure entire satisfaction of the users.

11 2 What to be Bound

"Book binding is the art of attaching stout covers by means of taps or cords to the sewn gatherings of books for their protection and convenience of handling."³⁶¹ According to Eric A. Clough, library binding is "the process by which a protective cover is built up on a book, that is the boards are fastened on and then the covering material is applied to the spine and boards."³⁶²

Book binding and rebinding of books in a library are perennial problems. Due to existence of various kinds of reading materials, their constant use and limited amount of binding fund, a Librarian has to frame certain guiding principles so that maximum utility is secured by minimum effort and input.

The following broad principles should be taken into consideration while taking a vital decision about binding :—

- "1. Securing general efficiency and economy in case of library materials.
2. Rebinding according to A.L.A.—L.B.I. specifications, despite contrary pressures.
3. Developing less expensive specifications for materials not requiring much long life.

4. Seeing that books are shipped to the bindery every month for large libraries, and quarterly for small libraries, and that are returned within a month.
5. Keeping repair work in the library flowing promptly and economically.³⁶³

The Librarian must keep the following practical points in his mind while deciding as to whether a particular book is to be bound or not and what kind of library binding should be given e.g. full leather, half leather, full cloth, half cloth or paper binding, etc :—

1. Kind of the book *i.e.* rare, manuscript, fiction, non-fiction etc.
2. The present value of the book.
3. The future value of the book.
4. Whether a new edition would replace the existing edition within a short period ?
5. The existing physical condition of the book.

The following criteria for deciding as to whether a particular volume is to be bound or not are given by W. R. Thurman :—

- “1. How much use is the volume going to have ?
2. In what way it is going to be used ?
3. What kind of readers are going to use it ?
4. How quickly does such volume get worn out ?
5. At what points will it be likely to get most wear ?
6. How long are the contents of the book going to be timely and how soon will they have only historical value ?
7. How much is the book worth now ?
8. Can it be easily replaced now ? Can it be easily replaced in the future ?
9. Is it such a size and weight that it needs special attention of the binder ?
10. How about the kind of paper in the volume, plates, maps, inserts, etc ?

11. What is the present condition of the book or periodical ?³⁶⁴

“Each piece of material should be weighed as to its present and future value ; only in case of a special collection which seeks complete coverage of a subject can every print, pamphlet or book be considered a treasure. In most libraries many books which have some importance in themselves may be passed over, when binding is needed, because other and later volumes on the shelves will fully meet borrower and students needs.”³⁶⁵

“The principle which should guide both library and bindery is fundamentally the same : that is, to obtain the maximum value for each dollar spent. The alert librarian, whether he presides over a large collection or a small one, should keep pinned up in the binding department such questions as these :—

What is the worth of this book to-day ? Will it be more valuable tomorrow ? Will it be replaceable next month or next year, perhaps in a revised edition ? Is it being used beyond the state ? Whether rebinding will result in only a partially successful job, probably at extra cost”.³⁶⁶

According to R.N. Lock, the following may be the deciding factors as to whether a particular book is to be bound or not :—

- “(1) the physical quality of the book itself ;
- (2) the permanent value of the contents ;
- (3) whether it would be in fact cheaper to buy a new copy than to bind.”³⁶⁷

As already pointed out, a book may be published in many editions such as popular edition, students' edition, paper back edition, or a library edition. A Librarian has to decide as to whether a particular book is to be got bound, rebound or replaced by a new copy either of the same edition or a later edition or to discard it in favour of a new contribution by another author on the same subject. This can be decided by sorting out books into two main classes i.e. fiction, and non-fiction books and other material.

11 2 1 1 Fiction Books

In case of fiction books, a reprint may be purchased, if available, because there is no use in keeping a soiled copy when we can have

new copy for about the same amount which is going to be spent for rebinding a decrepit book. The binding of such a soiled and torn book must be superior one if fairly long life of the book is to be ensured, otherwise the cheap binding will get loosened within no time and the amount spent on rebinding will be an utter wastage.

“When the reprint may be had at a lower cost than that of rebinding, it is not always conclusive that the reprint should be brought. How many times will the rebound volume circulate and at what cost per circulation? Is the reprint on cheaper paper; are its margins too narrow to permit rebinding, what will the cost per circulation be in comparison with the rebound original edition? If a title is worth keeping in stock and the demand for it fairly constant, it is well to remember that a book rebound by a competent binder will last as long as the text is in readable condition, and longer.”³⁶⁸

11 2 1 2 Non-Fiction Books and Other Materials.

In case of non-fiction books, the following additional considerations should be kept in mind while deciding about the rebinding of a book :—

1. Whether the subject-matter of the original edition of the book has been provided in a better way by a later edition and that the older edition has become out-of-date and obsolete?
2. Whether the later edition is more attractive and pleasing to the eye than the original one?
3. Whether the original book is important enough that it has been included in an anthology of the works of the author in a later edition?

11 3 Kinds of Library Bindings

11 3 1 Publisher's Casings and Paper Backs

A cheap book is received in a publisher's casing. It has the bulk edition binding. Its covering or casing is prepared separately from the book and is attached to the book afterwards. A publisher's casing has “a light straw board over which is glued a more or less attractively coloured cloth.”³⁶⁹ It would be economical to keep cheap books in publisher's casings in circulation for as long a time as it is possible.

It has been experienced that the publisher's bindings especially those of fiction, children's books and other fragile books get torn due to constant use and there remains lingering a constant danger of the loss of certain pages of the books. Moreover, they present a very ugly look. The cost of original binding for which the consumer pays to the publisher is considered to be wasted, because these books must be got rebound properly before these are put to use. The remedy to avoid this unnecessary wastage lies in purchasing books in sheets from the publishers. These sheets may be got bound by a particular library in accordance with its needs. The alternative remedy is that the publisher brings out different editions such as library edition, popular edition and students' edition etc. The library edition implies that the paper and binding of the book are fine and strong. The price of a popular edition of a book is to be within the reach of the general public. It implies that the cost of production should be low. It is possible only if the paper and binding are of inferior type. Paper-backs and pocket editions are evident examples. The paper used in such books is just the newsprint type and the binding is of hard paper only. These books may be in an abridged or unabridged form. These are so weak in physical get-up that these cannot stand the strain of bindings. These books are generally thrown away after one or two readings in western countries. There the passengers leave such books in buses and trains. They do not bother to carry these books home. So no binding is required for such books because the material used is such that it cannot stay long.

The popular edition of books are published in pocket editions. The material used in such books is of inferior type than that of library edition books. The paper is bit stronger than that of newsprint type and the binding is just publisher's casing or machine binding. The printing may also be of inferior type. The price of such books is lesser than that of library edition and is higher than that of pocket edition. The books of this edition are meant for personal libraries. The books in personal libraries are used by very few people *i.e.* by the owner, his family and other intimate friends only. So the chances of their wear and tear are very remote.

Another kind of edition which is gaining popularity in U.K. and India, is the students' edition which implies that the text books and books on related subjects are printed in paper back editions. The paper and printing of such books are of inferior type. The bind-

ing consists of a hard paper. These books are generally unabridged. The British and American publishers in collaboration with the publishers and governments of developing countries of Asia and Africa have launched an enviable programme of bringing out paper back editions for students so that these books can be purchased by them. For example, a book is originally published in England or America but the price of that book in the market is so exorbitant that every student cannot even think of purchasing such a book. The system followed in such a case is that the book is printed in England or America as usual but is imported in India in sheets form and it is got bound in India. The prices of such books would be much less than those in England or America because the cost of binding in India is much lower than that is prevalent in England or America. Some important publishers have set up their branches in India. The selected text and other popular books are printed and bound in India itself.

11 3 2 Library/Reinforced Binding

Reinforced binding implies "strengthening the structure of a weakened volume usually by adding material. For example, the strengthening of hinge with cloth or the reinforcing of a page by coring it with tissue."³⁷⁰

The Council of A. L. A., the Library Binding Institute, the Joint Committee of A. L. A. and L. B. I. and the Book Buying Committee of A. L. A. approved the standards for Re-inforced (pre-library bound) binding of new books in January, 1939, as follows :—

- "1. All 're-inforced' new books shall be completely re-sewed in accordance with the minimum specifications for class 'A' Library Binding. ("Most books having proper inner margins and suitable paper shall be sewed with thread by oversewing method, either by machine or by hand. If sewed by machine, all sections shall be pasted. No oversewing shall extend more than 3/16 inch in from the back-edge of the volume, and no nearer to the head and tail than 1/2 inch.)
2. With the exception of the cover, all other parts construction, processes and materials shall be in conformity with the minimum specifications.

3. Three types of cover shall be permissible :—

Type I. Class 'A' Cover. Cover similar in appearance to the publisher's original cover but made of heavy weight library buckram (starch filled or pyroxlin-filled) or pyroxlin coated fabric as required by the minimum specification, and with the publisher's original design imprinted thereon.

Type II. Publisher's light-weight buckram cover. Cover similar to that of Type I, but made of a light-weight buckram, with the publisher's original design imprinted thereon.

Type III. Publisher's original cover. This refers to the cover which would be on the book if bought in its original form, non-reinforced, through the usual channels. A reinforced book of this type would have the publisher's original cover taken off by the binder, who would then resew and otherwise reinforce the book and replace the original cover on the volume.

4. Reinforced new books which conform to A.L.A. Standards shall be designated as follows :—

A. "Resewed and reinforced in class 'A' cover or "cover 'A' pre-bound" (Corresponding to "Type I" above).

B. "Resewed and re-inforced in publisher's buckram cover" (Corresponding to "Type II" above).

C. "Resewed and re-inforced in publisher's original cover" (Corresponding to "Type III" above).

5. Only books re-inforced in accordance with "Type I" shall be designated "Class A" or referred to as conforming to the Minimum Specifications."³⁷¹

For books which are to be either rebound or which are bound for the first time, Dr. Ranganathan's specifications are given below in brief :—

"1. *Collation.* All books received by the contractor are to be examined and collated and any found to be imperfect

or seriously damaged are to be returned unbound to the Librarian.

1 1. A periodical shall not be held to have been collated properly nor to be perfect, unless all the parts of a volume are bound in correct sequence of pagination and the usual title and contents pages and indexes are inserted in the proper places.

1 2. Wrappers and advertisements in periodicals and books are to be bound in, if the contractor is instructed to do so ; otherwise, they are not to be bound in.

2. *Sewing.* Books printed on paper of good quality are to be sewn one sheet on (except where thinness of paper makes it necessary to sew two sheets on) with unbleached thread of suitable thickness over unbleached linen tapes. Books printed in soft, spongy or brittle paper are to be lined at inner and outer folds with strips of thin but tough paper before they are sewn. All sections broken at the back are to be lined with tough paper or linen strips, and where necessary neatly overcast on modern methods of cross-stitching before being sewn to the tapes. The first and last sections of all books are to be enclosed at back in linen strips. All separate leaves, plates, maps, plans, etc. are to be mounted on guards of linen, or tough thin paper and to be sewn in. Pasting on is not to be permitted. Two of the tapes are to be placed within one inch of the head and tail of each book.

2 1. Straight-line machine stitching will not be accepted.

3. *End Papers.* End papers are to be of good tough opaque paper of approved mild colour, with at least one plain white leaf between each of them and the printed matter. The end papers are to be made with strong linen of cloth and to be sewn on as a section.

4. *Cutting edges.* Unless otherwise instructed the contractor is to cut edges of books accurately and to take care to leave margins as wide as possible.

5. *Forwarding.* Unless otherwise directed, all books should have French joints and tight or close flexible backs with

the covering material attached directly to the back-tapes are to be firmly inserted between split boards.

- 5 1. Leather is not to be unduly pared down or unduly stretched in covering. The covering material of back is to extend over boards to atleast one-sixth of the width of the book. All books should open up freely and lie flat.
6. *Lettering.* Lettering is to be impressed in best gold directly on to the material which covers the book.
7. *Sizes.* The size of a book is to be determined by the measurement of the board, the square of which must not exceed one eighth of an inch in books upto the crown octavo, and proportionately for larger sizes.
91. Material to be used for inforced binding should be of best quality.,^{'372}

Dr. Ranganathan points out the necessity of laying down detailed specifications of a Reinforced Library Binding. He says "Unlike printing, binding is a very vital affair for the library. Hence it must have a voice in all matters connected with the binders. The standard of binding in India appears to be poor at present. I found that reinforced library binding was quite unknown in Madras thirty years ago. Even such things as split boards, and French joints were absolutely unknown to the binding trade. We could not even get the necessary materials in the market. We could not get, for example, mill boards in sufficient quantity, as the binding trade was using only inferior straw boards. We could not get, again, unbleached tape for sewing. Buckram or any other unbleached linen as covering material was not available. It took us some time to teach the workmen the correct way of binding. During World War II, what had been gained has been lost. We are in a bad position. Hence, it is necessary that the most detailed specification for library should be included in the tender form."³⁷³

11 3 3 Library Binding

The Joint Committee of the American Library Association and the Library Binding Institute recommended the following specifications for a class 'A' Library Binding :—

- “1. All books shall be carefully collated before being taken apart to detect any missing or damaged leaves or any peculiarities of paper or constructions that might make rebinding inadvisable.
2. All tears through print shall be mended with Japanese tissue or onion skin bond, and all tears in *margins with bond paper of suitable weight*.
3. Books unsuited for oversewing shall be prepared and reinforced through their folded sections.
4. Books that are to be oversewed shall be divided into uniform sections, each section not to exceed .050 inch in thickness, except flexible pulpy paper which may be in thicker sections not to exceed .060 inch each.
5. All end papers shall consist of three functional parts : a paste-down or outward end-leaf which becomes the cover lining ; at least two free fly-leaves, and re-inforcing fabric.
6. The construction of end papers shall be such that the sewing will go through the re-inforcing fabric *the same* as through the sections of the book.
7. Most books having proper inner margins and suitable paper shall be sewed with thread by oversewing method, either by machine or by hand. If sewed by machine, all sections shall be pasted. No oversewing shall extend more than 3/16 inch in from the back of the edge of the volume and no nearer to the head and tail than $\frac{1}{2}$ inch.
8. All books shall be trimmed as slightly as possible.
9. Edges shall be sprinkled, stained or left plain as instructed.
10. Backs of books shall be glued with approved flexible glue, well rounded and backed, and lined with approved canton flannel extending to within $\frac{1}{4}$ inch of head and tail of books and well onto each end paper (approximately $1\frac{1}{2}$ inches).
11. Covers shall be made of heavy weight starch-filled or pyroxylin-filled buckram or drill base pyroxylin-coated

material of a quality at least equal to the standards set forth in part V of these specifications.

12. Covers shall be made over hard-rolled binders board, with uniform squares, in a neat and wormanlike manner. The thickness of the board shall be suited to the size and weight of the book.
13. Books shall be cased in with glycol paste or equal, and pressed between metal-edged boards until thoroughly dry.
14. Lettering shall be done after proper sizing in clear type of a size appropriate to the book in style and position as instructed, using X.X.23 carat gold deeply impressed to insure long adhesion to the cover.
15. All books shall be sprayed or treated with a protective material evenly and lightly applied over their lettered backs.”⁸⁷⁴

Brown’s Manual of Library Economy suggests the following specifications :—

- “1. All books to be well beaten or rolled, and care taken to avoid set-off of ink in new books.
2. To be sewn one sheet-on, on strong tapes ; the first and last sheets to be enclosed at back in paper strips. All sections broken at the back to be enclosed in strips and neatly overcast, not less than four stitches to the inch. before being sewn to the tapes. Four tapes to be allowed for crown 8vos ; other sizes in proportions. The tapes to be firmly secured between the back and front boards, which must be carefully split to receive them.
3. End papers to be of stout, coloured, marbled or printed paper, with at least one white leaf before and after the printed matter.
4. Linen or other strong cloth joints in all books.
5. Lettered in gold with author’s name, title, class numbers, initial etc...Class letters and members to be placed at a uniform height of one inch from the foot of each book, irrespective of size.

6. Include all wrappings, cancelled matter, and advertisement pages of certain magazines at the end of volumes in their published order."³⁷⁵

Douglas Cockrell suggests the following specifications :—

- "1. Straight-line-machine stitching may be allowed for thin books.
2. Unbleached linen or nylon thread of good quality and strength should be used for sewing.
3. Tapes should be of unbleached linen or strong cloth.
4. Plates, maps and drawings should be properly guarded and the guards should be sewn through instead of pasting.
5. Damaged leaves should be mended properly before these are sewn.
6. Books of handmade paper should not be unduly pressed.
7. If there are any defects in the books, these must be brought to the notice of the Librarian."³⁷⁶

11 3 4 Full-Leather Binding

Full-leather binding implies that whole of the card board covered by leather. This binding is recommended for those books which are expensive and rare and those which due to constant use are liable to easy wear and tear. Such buildings are very costly. Full-leather bindings are given to reference books such as encyclopedias, dictionaries and atlases etc. Leather is prone to decay and to avoid it, a constant care should be taken to provide greasing to such buildings. These are also liable to crack if these are kept unused for a long time.

11 3 5 Half-leather Binding

In such buildings half of the card board is covered with leather while the rest of it is covered by cloth or buckram. The back and the corners are covered by leather because these are the portions of the books which have to bear lot of wear and tear. This kind of binding should be given to heavy materials like backsets of periodicals and magazines, newspapers and serial publications.

11 3 6 Full-cloth Binding

In a full-cloth binding, the card-boards of books are covered completely with cloth. Standard and text books are given full-cloth binding because these books are expected to be used much and to save them from early wear and tear, a moderately strong binding is given. The cost of such a binding is generally commensurate with the original cost of the book and the importance of its thought contents.

11 3 7 Half-leather Binding

In a half-cloth binding, the spine and corners of the book are covered by cloth and the rest of the card-board is covered by cheaper materials such as paper and other decorative materials. This kind of binding is given to those books which are cheaper.

11 4 Binding Material

The quality of binding material varies in different kinds of bindings. These are commonly used in one or the other kind of binding. It is essential that a Librarian makes himself conversant with various qualities of these binding materials. These materials can be easily described by classifying them in the following manner :—

(1) *Covering Materials.*

(i) Leather.

(ii) Cloth.

(iii) Paper.

(iv) Boards.

(2) *Sewing and pasting Materials.*

(i) Thread.

(ii) Thread gauze.

(iii) Tapes.

(iv) Paste, glue, gum and other adhesive materials.

(3) *Ornamentation Materials.*

(i) Dust Cover.

(ii) Lettering Materials.

11 4 1 Covering Materials

11 4 1 1 Leather

Leather as binding material is considered an ideal one because it is readily pliable. It is suitable for forwarding, finishing, tooling and lettering purposes. The books bound in leather provide a pleasant look and touch to a book. Leather is a material which provides strength and permanence to the binding.

Leather for binding is taken from many kinds of cattle and other animals and reptiles which include cows, calves, sheep, goats, pigs and snakes etc. The original leather is unsuitable for binding purposes. In order to improve its appearance and to increase its durability the leather is subjected to 'tanning'. The leather is beaten down in such a manner that its roughness is removed. The leather is further treated with certain chemicals to give it a better look. "These processes have often resulted in the leather being left with an acid content, or more usually have rendered them susceptible to the absorption of sulphur oxide from the atmosphere. Such an acid content inevitably produces a rapid deterioration or rusting of the leather, and as a result of the researches of Dr. Plenderleith of the British Museum and PIRA (Printing Industries Research Association), it would now seem that leather may be adequately protected for a time by treating it either during the manufacture or subsequently with a solution of potassium lactate."³⁷

In order to save leather from early decay and deterioration, now-a-days leather manufacturers keep in view the recommendations of the 1905 Report of the Royal Society of Arts. These recommendations lay down that over-strong tanning agents should not be used ; that dyeing solutions containing acid properties should be avoided ; that the skins should not be subjected to over-scraping and splitting and that the natural grease in the skin should not be allowed to be totally removed.

Various experiments have been carried out in New York Public Library to find out a better method for having bright leather. "The general experiment showed conclusively that acid tanned leather deteriorated when exposed to heat and to gas-laden air, while acid-free leather suffered less. This experiment on the part of the New York Public Library is confirmed by experiments conducted

in England, where it was found that vegetable-tanned leathers are to be preferred to those in which acid has been used in the tanning process.^{7:378}

11 4 1 1 1 Kinds of Leather

1. Morocco.
2. Sheep skin.
3. Calf skin.
4. Pig-skin or Hogskin.
5. Seal skin.
6. Imitation Leather.

11 4 1 1 1 1 Morocco Leather

This type of leather is mainly used for library bindings. It is derived from the goat skin. Its main distinction is that its fibre is long and has prominent grains on its surface. Morocco leather is found in many qualities which include Cape Goat Morocco found in Nigeria and Mediterranean, Persian Morocco and Levant Morocco. Many other Morocco qualities of leather, which have artificial grains, are found in African and European countries.

11 4 1 1 1 2 Sheep Skin

Sheep skin is a quality of leather which is very soft, durable. It has attractive light brown colour. Its original quality can be retained if this skin is properly tanned and is saved from excessive graining processes. Basil is a popular quality of sheep skin. It has got a grained surface and is found in many soft colours. It is used for rebinding and covering old books. But many craftsmen do not like this quality. For personal libraries, an inferior quality of sheep skin, known as 'Skivers', is used. This is the upper portion of the belt when whole skin is split into two portions. It has attractive colour and is capable of giving easy finish but it is very much shortlived. Another quality of sheep-skin is 'Roan'. It is got after tanning sheepskin in sumach.

11 4 1 1 1 3 Calf Leather

Calf leather is beautiful, smooth and delicate in appearance. But it is not durable because it is got from the skin of animals which are immature. This can be verified from many books bound

in calf leather. Though calf leather is preferred in making shoes because it is delicate and gives an excellent appearance, but for books, this kind of leather is considered quite inappropriate.

11 4 1 1 4 Pigskin or Hogskin

Pigskin is hard-wearing and attractive in appearance. It has the defect of being thick and inflexible. It is better if it is processed and dyed very mildly. It should not be subjected to usual tanning processes. It is most useful for binding large volumes, especially newspapers. If it is pared, it is liable to lose its strength. It can easily be recognised. It has got triangular groups of small holes which are found on its surface due to hair.

11 4 1 1 5 Seal Skin

Seal skin used in the thirties of the 20th century is not used much now-a-days because it is very costly and tough to give proper finish. Douglas Cockrell used it occasionally with great success, and it is one of the three types of skin produced in accordance with the test.³⁷⁹

11 4 1 1 6 Imitation Leather

Leather is costly, imperfect and irregular in shape and form. It has given way to imitation leather and leather cloths. These varieties are cheaper and stronger than leather. The cost is 8s. 7d. a square yard as compared with, say, 6s, a square foot for niger morocco.³⁸⁰ The leather cloth has become a proper substitute of leather. It is manufactured in various qualities. It has various attractive shades and colours. It has grained surface. It gives a fine finish. It is stain-resistant and is strong enough to stand excessive use. But it is sticky.

11 4 1 2 Cloth

"Science has advanced so much that binding cloth is considered as the popular substitute for leather. Now-a-days binding cloth is found in many varieties which include water-proof, oil resistant cloth. Binding cloth is found in various colours and grains. A wide range of cloth-one American manufacturer issues a catalogue giving nearly one thousand different strengths, grainings and colour

combinations together with substitute cloths have over-whelmed the competition once offered by leather and cloth is today used for all types of binding and casing work."³⁸¹ Binding cloth is washable but it is preferred mainly because it is strong and stain and rain resistant. "The quality of the cloth is based on the strength of the original cotton cloth and this ranges from the open weave light quality fabric used for the cheapest type of publishers' casing to the double warp closely woven fabric can be very roughly judged by the number of threads per square inch, and the American Library Association's minimum specification for class 'A' library binding lays down that there shall be atleast 100 threads per square inch. The process of making this cloth is the same as that used in the manufacture of a wide variety of unfinished cotton fabrics."³⁸²

Book-binding cloths are dyed in desired colours before these are filled or coated. The latter processes are meant to make the surface of the cloth capable of resisting the penetration of glue. These processes also provide a fine appearance and strength to the cloth.

Various materials are used for filling and coating processes. Filling is got by making a starch base for cloths meant to be water-proof. For coating purposes, nitro-cellulose and castor oil, were used widely before the World War II but due to the development of various kinds of synthetic resins, various other processes are gone through for having leather cloth and water and oil-proof cloths.

"In this country, nitro-cellulose continues to be the most widely used, but among the more frequently used plastics, particularly in the U.S.A., are thermo-setting polyvinyl butyrol, polyvinyl chloride, improved types of nitro-cellulose and ethyl-cellulose, cellulose acetobutyrate and a range of synthetic rubbers. The application of all these materials to cloth has been accompanied by the development of appropriate plasticizers. These coating media are mixed with the required pigment and then either spread over to form a coating or diluted and pressed into the fabric, which is subsequently passed through a drying machine where the solvents are dried off, leaving a flexible as well as oil, stain and water resistant surface."³⁸³

"Essentially the cloth must be manufactured in a wide range of colours and qualities and it should be improved by an attractive finish. It must be easily worked and lettered by either machine

or by hand, it must keep its shape, colour and texture, and it should be reasonably priced, although it should be recognised that cloth is not the most costly item in the binding of a book. A demy octavo can be bound in a medium-weight water-proof library cloth at a cost for the cloth alone of 3½ d.—the cheapest cloth would cost 2 d. and the best quality buckram would cost 5 d. The best of these cloths would almost certainly be made of cotton and would probably have double warp to give it strength; certainly such a cloth would be free from imperfections, particularly in the spinning and weaving."³⁸⁴

The American Library Association standards for Class 'A' library binding lay down :

- "1. The weight of the stripped fabric shall be not less than 7·9 ounces per square yard.
2. The total thread count, including warp and filling, shall not be less than 110 threads per inch.
3. The breaking strength (by the strip method) shall be not less than 120 pounds per inch for the filling and not less than 200 pounds per inch for the sum of warp and filling."³⁸⁵

11 4 1 2 1 Substitute for Cloth

Certain substitute for cloth are also available out of which Linson is the most commonly and widely used. This material is made up of a strong fibre as uncalendered paper is manufactured. Into this fibre an appropriate filler is squeezed. For having proper grainings, it is calendered. Though this substitute is considered to be as strong as the binding cloth itself, yet if we examine it closely, it will be evident that it is weaker than cloth. "Out of a sample of five hundred books the conclusion was that the average life of a case in such material was 80-85 per cent of the life of a cloth covered case."³⁸⁶

11 4 1 3 Paper

The books in publisher's casings and other cheap editions are bound in paper-covered bindings. It means that the card boards are covered by some thicker paper or some fancy paper. It has got two purposes to serve *i.e.* some kind of covering material is used to

eliminate the ugly look of uncovered card board, and secondly, the card board is protected. In the first case, the binder generally uses fancy paper and this is generally printed in many designs and colours. It is found that books of primary and secondary school children are generally bound by paper covers. The small public libraries also acquire books having paper covered bindings. Cheap fiction is also covered by chint printed paper.

11 4 1 4 Boards

Though wooden boards were used for binding books in the early times but with the invention of printing devices by movable types, paper boards were made use of. The library binding board is found in many qualities out of which the following are important :—

- (i) Straw Board.
- (ii) Mill Board.
- (iii) Grey Board.
- (iv) Split Boards.

11 4 1 4 1 Straw Board

A cheaper quality of card board, generally used for smaller and cheaper books, is known as Straw Board. It is made up of straw and is found in abundance in Holland. For measuring the thickness or thinness of this kind of board, the weight of one board is taken into consideration. Its size is 30 by 25 inches. Minimum and maximum weight of this kind of board varies between $\frac{1}{2}$ pound to 4 pounds.

11 4 1 4 2 Mill Board

Mill board is manufactured from old hemp ropes and other rags etc. To produce a fine quality of mill board, the finished dark boards are highly calendered. By this process these boards become tough and hardwearing. This kind of board is used generally for standard books.

11 4 1 4 3 Grey Board

The medium quality of board is known as Grey-Board. It is compact and hard-wearing. The mode of selling these boards is either by the number of boards equivalent to a hundred-weight or by thickness.

11 4 1 4 4 Split Boards

For re-inforced library binding, split boards are used. These split boards are generally made by glueing the thin black mill-board and thick straw-board. Big pieces of mill-board and straw-board are taken and the straw-board is glued properly. But centre of the board is left unglued because it is already covered by a thin strip mill-board or tin. The latter is removed and is replaced by thin black-board and after glueing, it is pressed properly.

11 4 2 Sewing and Pasting Materials

11 4 2 1 Thread

Sewing is a very important job in binding. The life of a binding actually depends upon the kind of sewing and the material used for sewing. If too thick thread is used for a thin volume, it may cause damage to the book itself and, on the other hand, if too thin thread is used for sufficiently thick volume, there is a danger that the sewing may give way and the binding may break down. The thread to be used for binding should be superior, otherwise labour and money incurred on binding would be a sheer wastage. By whatever standard method a book is bound—flexible, library or “Sawn-in”—its life depends more completely on the thread, cards or tapes than on any other structural component, apart from the paper. Good quality unbleached linen tape or strips of vellum can usually be relied upon for permanence but the hemp cards and linen thread used in books bound a century ago has often deteriorated to a serious extent, resulting in loose sections and broken backs.³⁸⁷

Thread is a means for bringing together various parts of a book into one whole volume and thus some order is brought out of a chaos. The materials which are used for preparing thread for sewing the books for binding include cotton, silk, nylon, terylene and linen, etc. The quality and strength of various kinds of threads differ. Though cotton thread is fairly strong but if it is compared with the linen thread, it will be found that the latter is cheaper and stronger than the former. Other kinds of fibres like Ramie and hems like manilla and sisal can also be used for sewing purposes but these are not in much use. “In choosing a thread for a book, whether it be for a publisher’s casing or a hand-sewn extra binding, the thickness of the thread chosen must be related to the thickness of the paper and the number of sections. A thread that is too thin

will not give a sufficient swelling at the back, to enable the book to be effectively rounded and backed. One that is too thick will produce a book that is too swollen at the back, and this will produce difficulties in nipping, rounding and backing, resulting in a tendency to produce creases in the margins and a poorly-shaped back."³⁸⁸ The modern synthetic fibres have thrown a challenge to the librarians and book-binders because these are much stronger and uniform since each filament is stretched to four times of its original length and it automatically proves the strength of the thread. "Accelerated ageing tests, which are considered by many to be much too drastic for paper and textiles, have very little effect on "Nylon 66" and "Terylene". These synthetics are free from any tendency to rot when damp and they retain a large part of their dry strength on wetting. They are also almost free from contaminating metals which might tend to cause impermanence in polluted atmosphere. All these advantages call for serious thought and it is the writer's belief that the new materials will ultimately displace the traditional thread."³⁸⁹

In order to ensure that silk, nylon or terylene thread does not unravel or catch up, it should be used after soaking in Polyvinyl acetate emulsion which should be mixed with water in 1 : 3 ratio. It should be used only when it is dried in air. The thread should be unbleached because the bleached thread becomes weaker than the former.

"Silk thread was popularized by Cobden-Sanderson, but the general opinion of hand-binders by whom it has been used would seem to be that it is difficult to handle as the maintenance of a steady sewing tension cannot be achieved without a great amount of practice and there is a tendency even in the highest grade work for sections sewn in this way to sag. Nylon thread is to-day being used occasionally by publishers' binders, and it has such striking advantages over other materials that it seems certain to be more widely used in future. Unlike cotton it maintains a perfectly smooth knot-free surface and is stronger than cotton."³⁹⁰

11 4 2 2 Thread Gauze

To provide strength to connecting card boards and to increase the life of the binding, a closely woven cotton mesh is put on the spine of the book by means of glue and both of its ends are

inverted into the inner side of the covering board. This is known as 'Thread Gauze'.

11 4 2 3 Tapes and Cords

Tapes and cords for library binding are made from different fibres. Strips of vellum being durable and tough are considered superior to tapes made of other fibres. Nylon and Terylene tapes are superior to those of vellum because of their longer fibres. Tapes are used for connecting one section with the other sections. The help of thread is also taken. These tapes are pasted with glue on the card boards used for binding the books.

For larger books, cords made up of pig skin, vellum, catgut are used for ensuring strong and durable bindings. Sisal hemp can also be used for making cords. It is very strong, durable and cheap. "If ordinary binder twine is cut into 12 in. length, knotted at one end and *teased* out to remove loose fibres, knotted at the other end and with the first knot untied, *teased* out and freed from the remaining short fibres, it will usually yield about 50-70 per cent of its weight of parallel full-length fibres. These refined fibres are excellent for the raised cords in full flexible binding—they are sufficiently flexible, they allow the sections to be slid over them during rounding and backing and they give slips as strong as the cords themselves."³⁹¹

11 4 2 4 Adhesives

"The use of adhesives in book-binding should be regarded as a necessary evil, on the principle that joints are potential sources of weakness. It is not so much that the adhesive itself may be weak but that the contact between it and the materials to be joined may be so. Furthermore, most adhesives dry to a hard, horny layer, which, in the case of paper will usually have an abrupt edge, thus, if the paper is bent it will, in all probability, bend sharply about this edge, concentrating most of the stress along it and causing it eventually to crack. This, perhaps, is strongest argument against single page binding, no matter how good the adhesive or how strong the paper."³⁹²

11 4 2 4 0 Qualities of a good adhesive

1. It should be capable of wetting the surfaces of the papers to be joined together, otherwise the resultant joint would

be very weak as the surfaces will remain separate from each other.

2. An adhesive should have three stages :—

(a) A stage in which the surfaces can be freely manipulated as desired. It can be ensured only if the adhesive is in a fluid form.

(b) A stage in which initial setting may be achieved quickly.

(c) A stage in which final setting may be achieved, thereby providing much strength.

3. The adhesive should be as strong as the material to be joined together so that the resultant material remains strong.

4. The adhesive should not be too wet, otherwise difficulties will be encountered while drying the joined materials and the surfaces will be uneven.

11 4 2 4 1 Starch Paste

Starch Paste was previously used by Egyptians. It has been adopted by modern binders. It is very cheap and suitable adhesive for paper and leather. It can be prepared with much convenience by mixing flour or starch, with water in 1 : 10 ratio and heating the same to the boiling point. Care should, however, be taken that it is saved from the onset of *gelling*, mouldiness and moisture.

11 4 2 4 2 Industrial Pastes

Starch is used for preparing better pastes while pastes made from flours are liable to putrefaction because the flour contains lot of gluten of the grain or the tuber and it is liable to result in pastes of undesirable colours. The pastes are made from many kinds of starches e.g. common and waxy maize, sago and tapioca, white and sweet potato. "It is doubtful if anything can surpass well-made starch paste for simplicity in preparation, cheapness and effectiveness for paper and leather. There is a fairly close chemical similarity between the cellulose of paper and the starch of the paste, while the water is an excellent medium for preparing the paper to receive the starch."³⁹³ While preparing paste, care should be taken that no acidic or antiseptic material like alum, is used because it is

considered an arch-enemy of paper. To avoid this predicament, white dextrine should be mixed with straight starch paste, thereby reaching one to one ratio. Such a ratio is normal for good paste. Cold water starches which consist of modified starches or starches gelatinized by heating with a minimum amount of water, are considered unsuitable for permanent preservation.

11 4 2 4 3 Glues and Gelatines

Glues and gelatines are prepared from animal skins *i.e.* the trimmings of the hides and skins used for tanning purposes. For removing hair, these are soaked in lime, and for extracting glue these are put into hot water. The liquor thus obtained is cooled down and is cut into sheets or slabs which are dried in air.

In case bones are used, these are first treated with dilute acids in order to remove minerals from them. Later on, the processes followed for skins are gone through for getting glues.

"A very satisfactory glue for book binders is a light coloured cabinet maker's glue. This is rather high in gelantine and may set rapidly for some purposes ; this is easily remedied by adding a little phenol (Carbolic acid) which has the added advantage of preserving the glue and rendering it somewhat less palatable to insect and other pests."³⁹⁴

11 4 2 4 3 1 Other Glues

Other kinds of glues *e.g.* flexible, liquid and vegetable glues etc. are used for binding purposes. Gum arabic, gum strip and rubber adhesives are used for some miscellaneous binding jobs. Synthetic adhesives, though costlier than glues and pastes, are also in use now-a-days.

11 4 3 Ornamentation Materials

11 4 3 1 Covering Materials

Though generally leather has been used to provide fine covering for the binding but cloth and canvas have also been used for this purpose. "Some people claim that cutting tailors's canvas at 45° to the warp threads gives a greatly improved appearance to the finished side and assists the binder to get a neatly finished "turn in" at the corners. *Another very pleasant siding material can be made from*

tailor's canvas impregnated with either ethyl cellulose or cellulose acetate solution. No after treatment is needed for these materials but the *purist* may suspect their permanence."³⁹⁵

11 4 3 2 Lettering Materials

11 4 3 2 1 White Lettering

Palladium metal foil is used now-a-days for doing white lettering on important books. This kind of lettering is also used for decorating purposes.

11 4 3 2 2 Gold Finishing

For gold finishing or lettering, gold leaf *i.e.* a thin leaf³⁹⁶ of gold, which is properly beaten, is required. From very early times, gold leaf has been used for decorative purposes. Gold leaf can be made in many ways. Gold leaves can be prepared by mixing gold with copper and silver in varying ratios. There should be no draught and the knite and the cushions should be kept free of grease.

11 5 Administration of Binding Work

The adminstration of binding work in a library implies that the Librarian should ensure that best buildings are got at the least cost as early as possible. The Librarian has to decide between a home bindery, a co-operative bindery, a press bindery or a commercial bindery.

11 5 1 Home Binderies

If the binding of books and periodicals is to be got according to the needs and specifications of a library, it is better to establish a home bindery. It is also very economical. But the volume of binding work must be enough so as to make it a viable unit. "Only the largest of libraries can support a bindery of their own with any prospect of success. The necessary plant is costly, material cannot be purchased upon the same advantageous terms as are conceded to firms with an enormous output ; quality or workmanship must be high ; the wage-bill will be a matter of concern ; with a limited staff, delivery will necessarily be slow, and it has been asserted that unless a minimum of 15,000 volumes a year are bound, a bindery cannot pay its way. It is not surprising, therefore, that, with a few exceptions, libraries send out their work to specializing firms."³⁹⁷

"Town with a number of branch libraries may find it economical and advantageous to establish binderies, if not for extensive

operations in the binding of books, at least for their repair and recasing... Their advantages are obvious, apart from that of the convenience of having the work done on the library premises, the Librarian can select the best materials and can supervise the work at every stage. Librarians who have established such a department are convinced not only of its convenience but also of its economy."³⁹⁸

According to R.N. Lock, "The convenience of having books and especially periodicals always on the premises is very considerable, though it has to be remembered that interruptions to the flow of work cost time and money, and therefore, diminish the total value of the bindery. Librarians have made very successful experiments in this enterprise, but it is not always clear that the economics are in fact necessarily obtained. Claims that a library bindery is economically used for jobs such as making book-card pockets, illustration-mounting, magazine cover-making should be very carefully examined for a substantial weight of experience is against such practice.... The most obvious grounds for decisions will be the actual continued volume of work available. Unless there are upwards of 20,000 items for binding annually, no substantial economy can result to a public library."³⁹⁹

In home binderies, the binding costs are reduced and close supervision of the work is effected. In such establishments, the books under process remain within reach and can be used at any time, if required urgently.

Other factors which should be taken into consideration for deciding whether a library should have its own bindery or not are the annual work load, availability of sufficient space, trained staff and capital and recurring funds for installing and running of machines for binding. Now-a-days we find that almost all big libraries have their own binderies. But their success is doubtful because it is feared that due to non-installation of requisite heavy machinery, the quality of work done may be inferior and the cost per unit may be much more than that of commercial binderies. "The average cost of binding books commercially is known for a number of municipal library systems, and it would appear to be between 4s. 6d and 5s. 6d, depending on the amount of special work such as newspaper and periodical binding. The average cost of binding a volume in a library binding ranges from 4s to 6s. but it is noteworthy that in those library binderies with a turnover in excess of 20,000 volumes per annum the average cost is 4s 3d."⁴⁰⁰

The home binderies have proved failure.⁴⁰¹ The cost of rebinding a volume in the New York Public Library and Brooklyn Public Library was about \$ 2.23 in their own binderies.⁴⁰²

11 5 2 Co-operative Binderies.

Co-operation is the order of the day. It is popular in industry and agriculture. Even in governmenal field, it is found in the form of confederations. Librarianship is no exception to it. In advanced countries of the West, especially Great Britain and United States of America, co-operative classification and cataloguing programmes are practised with efficiency and economy. The principles of co-operation have also been extended to other activities of libraries such as binding work and documentation services. Especially small and medium-sized libraries do need such co-operative programmes because their financial and personnel resources are so meagre that these cannot even dream of establishing their own binderies. Moreover, the initial cost of installing the requisite machinery and recurring overhead costs are so high that small libraries cannot afford to pay.

For this purpose, libraries of a locality and sometimes those of a region pool their financial and personnel resources at one place and get the work done on 'no profit', 'no loss' basis. Successful working of co-operative enterprises pre-supposes some sacrifice and toleration on the part of each co-operating unit. In such a system, the cost per unit of binding is reduced because the staff expenditure is minimized to a great extent. But the co-operating libraries should be prepared to share a heavier expenditure if some libraries break away from the union because in that case the running costs and overhead charges will be shared by a smaller number of co-operating units. Moreover, co-operation can be successful amongst local libraries only otherwise the communication difficulties and time lag will be the main hurdles. Whatever is gained in effecting economy in various procedures is offset by inefficiency in service. It can never be tolerated.

11 5 3 Press Binderies

Large institutions instead of having their own binderies get their books bound from either parent institution's binderies or press binderies. Generally, universities have their own printing presses. These entertain other related jobs of the departments of the university including the library. In this case, though the binding is cheaper, yet delay in getting back the bound books is substantial.

11 5 4 Commercial Binderies

Small and medium sized libraries cannot afford to establish their own binderies since these do not have enough funds to invest for the purpose. Moreover, many librarians would like to save themselves from the intricacies of home binderies. Those libraries which do not have the advantages of co-operative binderies, take resort to commercial binderies. The commercial binderies are of two kinds *i.e.* large and small firms. Since these firms are established with a profit-motive the librarians have to ensure that the products of these binderies are in accordance with requirements and specifications laid down by them and that the cost of such bindings is not uneconomic. Either standing vendors are appointed or tenders are invited annually or for each lot of books to be bound. The firm offering competitive rates and terms is entrusted with the binding work of the library.

The libraries which get their books bound through commercial binderies have the following advantages :—

1. They are saved from investing large amounts for installing the requisite machinery.
2. No recurring expenditure is to be incurred on establishment, etc.
3. Time and energy of the librarians are saved which are otherwise wasted in supervising the binding sections of the libraries.
4. The cost of binding may also be lesser because these firms undertake binding work on large scale.

Keeping in view the above-mentioned advantages, the publishers engage commercial binders for getting bound their newly printed books. They want decorative bindings which may or may not be lasting. Their main motive is to attract the readers by publishing their books in a presentable form. The cost of binding is also reduced because the binding materials when purchased in bulk are procured at competitive rates and the labour charges per unit also are lesser because when books of similar specifications have to be processed at a time, the repetitive work is performed in lesser time, thereby reducing the cost of production.

When books are sent to commercial binderies, it is essential that certain directions are given if proper binding work is to be ensured. "To-day the problems of getting magazines bound and books rebound in substantial materials with legible lettering and sound, careful workmanship can be a fairly simple matter mainly as a result of the gradual development since the turn of the century, of what is known as class 'A' library binding.....To aid further in establishing and maintaining these high standards of craftsmanship in the library binding industry, the Joint Committee of the American Library Association and the Library Binding Institute was created in 1934. This committee, taking the California Library Association specification and the standard of quality, worked out under the National Recovery Administration in the Graphic Arts Code *as guides*, formulated the minimum specifications for class 'A' Library Binding that are now increasingly being stipulated by libraries of all sizes and kinds in their instructions to their binders."⁴⁰³

11 6 Binding of Other Reading Materials

11 6 1 Binding of Periodicals

Journals and periodicals are important tools for reference and research especially in academic and special libraries. These are preserved properly for maximizing their use. Efforts are made to have complete volumes of periodicals because fuller information on various topics can be had only when all the relevant issues are put together. These are ephemeral and unbound materials. These are liable to be lost. Therefore, it is desirable that all the issues of a periodical should be got bound as soon as the volume is completed and title, contents and index pages are received.

In case the library adopts a policy of lending individual issues of periodicals, it would be economical and convenient not to get these bound for some time. If these magazines are loaned on inter-library loan, it would be economical to get individual issues bound separately.

But all the periodicals are not preserved. Therefore all of these need not be bound. Only learned periodicals are preserved for future use. So these should be got bound. The kind of binding should be decided so as to fulfil the following pre-conditions :—

1. The binding should be such that the pages of the volumes can easily lie flat for photocopying purposes.

2. The binding should be strong enough to bear the continued strain and use.
3. Before sewing is undertaken, all the wire stitching should be removed from the volume.

The following kinds of bindings should be provided for the periodicals :—

- “1. Leather—for those heavily used.
2. Cotton-cloth or linen buckram—for those lightly used.
3. Cotton-cloth or linen buckram with paper or board sides—for those subject to even less wear and tear”.⁴⁰⁴

The periodicals present many problems to binders because these contain much superfluous matter like advertisements. These do not have any permanent or research value. Moreover, some periodicals give rise to problems of collation etc. due to their varied paging systems. The following steps should be taken before periodicals are sent for binding :—

- “(a) All issues should be examined to detect any damage, *i.e.* clippings, tears, and pencilled comments, etc. All defects should be noted.
- (b) Each volume checked to see that no numbers are missing and then collated in proper sequence with consecutive pagination.
- (c) If any supplements are included with different pagination, the general practice is to place them with the issue with which they were published, although an alternative method is to place them at the end of a sequence.
- (d) Make sure that the title page and index are included. The title page is placed at the beginning of a volume and the index at the end. Some publishers, however, begin the index on the reverse side of the title page, which leaves no alternative but to place the index at the beginning of a volume.
- (e) Tie up volume with tape for despatch to the bindery. If two volumes are to be bound as one, they should be tied together and instructions accordingly entered on the

binding slip. The use of string to tie up periodicals is apt to damage them. If, following collation, a set is found to be too incomplete to send immediately to the binder, a different coloured tape may be used to distinguish it from those which are ready".⁴⁰⁵

One copy of the list of books sent for binding should be kept in the office while the other copy should be sent to the binder along-with standing instructions for binding. These instructions, in addition to the usual ones, should include the following :—

1. Brief title should be given on the top of the spine.
2. The volume number alongwith month and year, should be given in the middle of the spine.
3. The call number and location number should be given one inch above the bottom of the spine.

The binding of rarely used periodicals or the value of whose contents is little, would be wasteful. These can be better kept in specially made card boxes. These should have label holders on one of the out-sides. The title, volume number, year and call number should be provided on the label holders.

11 6 2 Binding of Pamphlets

Pamphlets are very thin in volume. These have paper covers. "The majority of those pamphlets which are considered to be worthy of permanent preservation can be sewn and pasted into pamphlet cases. This process necessitates guarding the spine of the pamphlet with two sheets of white cover paper and a strip of white linen, all of which are then sewn together in conventional way through the fold of the single section. The case is made quite separate, usually in quarter cloth, and the pamphlet is then placed in the case and the end papers and reinforcements are pasted down. A superior type of case with quarter leather and good cloth sides is occasionally used, but this would seem to be a rather heavy and extravagant use of materials under normal circumstances."⁴⁰⁶

Commonly, card boxes are used for keeping pamphlets. Solandar Book Box is a well-known variety. Its name is after its inventor who belonged to the British Museum. Many types of boxes can be used for this purpose. These include 'telescope type' which

is made in two parts and fits together by means of a deep collar on the bottom part of the box over which the top part of the box can slide.....Slip case or thumb case which "is usually tailored to the individual book and consists of a five-sided, limp cloth-covered case which when made correctly should fit snugly so that the case does not slip off easily nor should it be so tight that it must be pulled off"..... and the chinese which "is a loose protective covering for a fine binding or a rare book, either as alternative to or in addition to the Solander."⁴⁰⁷

11 6 3 Music Bindings

Distinct music works are found in full cloth and the spines are properly lettered. Complementary parts of music are put in the pockets specially provided in the conventional binding covers. Sheet music is generally bound either as a composite book or these sheets are filed in manila covers and are kept in vertical file cabinets. The latest method of binding music is the lamination of sheet music with a transparent film.

11 6 4 Binding of Maps

Generally, three methods are used for protecting maps. The maps are either mounted on linen, or strong muslin, or these are subjected to edge binding for which self-adhesive tapes are very cheap and easy to use or these are laminated with a cellulose acetate film.

11 6 5 Binding of Manuscripts

The method originally used in the Public Record Office and outlined by Sir Hilary Jenkinson in his book *A Manual of Archive Administration* is now widely used by archivists and librarians. The process consists of fastening a fine silk net over the surface of the manuscript or print by means of a carefully prepared chemical-free paste made from corn-flour. The finished work is nicely strengthened by a process which is accepted as appropriate in our most important depositories."⁴⁰⁸ But now cellulose acetate is used for this purpose.

11 7 Binding Routines

After ascertaining the need of binding, rebinding or mending of books, the material used for binding, kinds of library bindings,

the librarian is in a position to control the library bindery. But he would be more successful if he also acquaints himself with the routines. His aim is to ensure standard binding at minimum cost and within minimum amount of time. Before collecting books for binding, the librarian should know the routines followed in binding books and the cost of binding so that the expenditure on binding remains within the sanctioned budget for the purpose.

11 7 0 Machine Binding *Versus* Hand Binding

Machine has displaced manual labour in many fields. It is a fact that "the newer binding machinery is very exact in its operations and in the results produced, but it also requires considerable experience on the part of the operator, careful attention, and a degree of understanding that only an operator of intel can bring to the task."⁴⁰⁷ But manual labour is more valuable than that of machine.

11 7 1 Binding Operations

11 7 1 1 Collection of Books for Binding

The worn out, torn, soiled and damaged books are collected from various sections daily. These books are withdrawn from the live stock for future use till these are physically fit. Otherwise, there remains a danger that the books may not become non-entities after few issues. The books in need of binding is found out by shelf-reading, shelf-rectification and stock-taking procedures as and when these are resorted to. It is better if such books are collected at the return counter. From here these books should be transferred to the bindery directly. Binding slips or cards may be used. These slips or cards may be kept in a special binding sequence so that as and when a reader wants to know the whereabouts of a book, he can be properly guided by consulting this sequence and the book in question can be made available to him if it is required by him urgently.

11 7 1 2 Binding Sequence

It is better if the relevant cards are arranged in a classified order. Either existing book cards or new cards with necessary bibliographical details may be prepared or shelf cards of the books in question may be arranged in a special sequence. These should be refilled in the main shelf list when the books are received back from the bindery. In public libraries, the majority of books belong to

fiction, biography and children's books. Very few books belong to non-fiction. The books and corresponding cards may be arranged as under :—

1. Fiction, General.
2. Fiction, Children.
3. Reference, General.
4. Reference, Children.
5. Non-Fiction, General.
6. Non-Fiction, Children.

Books of categories 1 and 2 may be arranged either in a classified or alphabetical order whereas the books in categories 3 to 6 should be arranged in a classified order.

11 7 1 3 Verifying and Collecting of Books

All the books which are collected for binding are physically verified by one of the Assistants of the Maintenance Section or the Circulation Section, depending upon the kind of organisation in vogue, to find out as to whether the selected books are complete and that no pages which contain reading matter and those which are of real use, are missing. If so, these are separated from the lot. A thorough search is made to find out the missing pages.

11 7 1 4 Deciding the Kind and Colour of Binding

The Assistant after sorting out the books examines them and decides as to which kind of binding and which colour is to be provided for a particular book. This is generally decided keeping in view the previous practice in order to have uniformity.

11 7 1 5 Recording Binding Information

Some libraries keep a regular Binding Register or Card in which the particulars of the books sent for binding are entered. This register is considered essential for keeping proper accounts and for avoiding duplicate payments. The register system also satisfies auditors.

light and adjusting the fold so that the print on one leaf comes exactly over the print on the other and creasing the fold to make them stay in that position."⁴¹⁰

11 8 5 Guarding

For strengthening the folds of damaged leaves or maps, plates, and pictures, slips made of thin paper or linen are used for guarding. *Whatman's bark note paper* is considered suitable for guarding purposes. Pieces of this paper or some other thin paper are prepared, folded and attached with the card board. In order to avoid the swelling of the back of the guarded books, the sheets should be pressed before these are sewn. "The amount of guarding is related to the care taken in pulling down a book and the bulkiness of the paper used for printing the book. An excessive amount of guarding will produce a spine which is swollen, that if it is nipped sufficient to allow it to be adequately rounded, there is a risk of squashing the threads through the paper."⁴¹¹

11 8 6 Throwing out

When maps and diagrams in a book are guarded, the process is known as "throwing out". The size of the guard is equivalent to that of the sheet. In case, insertion of a small plate or some other figure or leaf is to be made in a bigger book, the former should be got inlaid on a thicker paper than the plate itself.

11 8 7 Flattening

In case of wrinkled leaves of a vellum book, flatten them by damp blotting paper and dry them under pressure. "The process of flattening, although so simple, requires the utmost care. If the blotting paper is used too damp, a manuscript may be ruined ; and if not damp enough, the pressing will have no effect."⁴¹²

11 8 8 Sizing

In case of soft or woolly paper, (It is specially found in older books because the size of the paper perishes) it is essential to preserve it properly by resizing it. It can be ensured by dipping the spoiled paper into hot solution made by dissolving an ounce of isinglass or gelatine in a quart of water at a temperature of about 120°F. The pencil or dust marks should be removed before-hand.

11 8 9 1 Washing

In case the stains or other marks of ink etc. are so deep and strong on the paper that these are not removed by sizing, these should be washed in a solution made by dissolving an ounce of permanganate of potash in a quart of water which should be heated slightly. The paper is washed by putting the sheets in this solution and keeping them in the solution until they become dark brown.

11 8 9 2 Mending

In case the sheets of books are torn (generally found in older books), these should be mended by using a similar paper.

11 8 9 3 End Papers

It is found that the leaves in the beginning and at the end of old books get spoiled because these are subjected to much pressure. Since these perform a protective function, many leaves of good paper should be put on both ends of the book. This is attained by pasting the folded sheets of paper of larger size than the book upto one-eighth of an inch from the back of the fold of the said sheet.

11 8 9 4 Leather Joints

Sometimes, pieces of thin leather are used for covering the weakened joints inside the card board. By this method proper finishing is attained.

11 8 9 5 Pressing

The sections of a book in which end papers are to be pasted should be pressed under larger pressing boards keeping in between tin sheets covered with ordinary paper. A standing press can also be used.

11 8 9 6 Trimming the Edges

After the sheets are pressed, the edges of the sheets of the book are trimmed. It is done either before sewing or when the card-board covers are to be cut. Special care should be taken in trimming the leaves so that the printed matter is not cut and smaller pages are not touched.

11 8 9 7 Edge gilding

The trimmed sheets are gilded by 'knocking up'. It is attained by bringing to the front as many short leaves as it is possible. This is slightly scrapped by pressing them in a "lying press". Red chalk paste is applied on the edges by dipping the brush in this mixture and the gold is spread softly and evenly and is dried under normal temperature.

11 8 9 8 Marking up

The backs of trimmed sections are marked for the guidance of the person who has to sew the sheets. Generally, five bands are used for sewing. So the back is divided into 6 equal portions. These are made distinct by pencil lines drawn across the back of the book.

11 8 9 9 1 Sewing

For sewing the sections of the books to be bound, a sewing frame is used. It "consists of a bed with two uprights and a cross bar, which can be heightened or lowered by the turning of wooden nuts working on a screw thread cut in the uprights. To set up for sewing, as many loops of cords, called, 'lay cords' as there are to be bands, are threaded on to the cross piece, and to these, by a simple knot, ...cords, are fastened to form the bands."⁴¹⁸

"The first section is laid on the platform of the sewing frame so that the back of the section presses against the cords, which must coincide with the markings. The needle carrying the linen thread is inserted at the point where the position of the kettle stitch at the head of the book is marked and sewn in, and the thread is then passed into the centre of the fold, and out, and then around the first cord and back into the fold. The thread is carried in and out of the section, passing round each cord until the point of the tail kettle stitch is reached and the needle carries the thread out ready for next section. The second section is sewn in similar fashion, but when the thread comes out at the head kettle stitch mark it is tied to the loose end at the beginning of the first section. The third and all subsequent sections are dealt with in much the same way but when the thread passes out at the end of the section, it is threaded back to link it to the previous sections with a kettle stitch. The final section is re-inforced with a double kettle stitch in order to lock

the thread.”⁴¹⁴ Each section is knocked down by a loaded stick so that even tension may be had in both the processes *i.e.* actual sewing and kettle stitches. In this method of sewing, it is essential that one continuous linen thread is used for sewing the whole of the book. If the thread is used up at some point, it should be joined by another thread by means of weaver’s knot *i.e.* by an interlinking slip knot. This method of sewing is called flexible sewing “all along”.

Another method of sewing called “two sheets on” is resorted to when swelling at the spine is desired. It reduces the strength of binding. In this method, the first and the last sections are sewn like ‘*all along sewing*’ while all other sections are sewn in pairs. “The thread is inserted at the ‘kettle stitch’ of the lower section, and brought out as usual at the first cord, but instead of being reinserted into the lower section, it is passed into the upper one, and so on, alternately passing into the upper and lower sections.”⁴¹⁵

Another common method of sewing a book is known as *saw-in* method. In this method, saw cuts are made in the back and the thread is passed behind them instead of passing around them. This method is not generally recommended because saw cuts are injurious to the back and the book does not open right to the back.

“Medieval books were usually sewn on double cords or strips of leather, and the head band was often sewn at the same time.....
...This is an excellent method for very large books with heavy sections, and is specially suitable for large vellum manuscripts, in many of which the sections are very thick.”⁴¹⁶ This method ensures that if the thread breaks at any one point, the whole of the binding is not affected.

11 8 9 9 2 Fraying out slips and Gluing-up

After sewing, the cords are cut off upto within about two inches of the book on each side and free portions, which are called slips. These are subjected to fraying out processes. The back of the book alongwith the protecting boards is screwed up into the lying press and hot but not very thick glue is put in such a way that it reaches every section.

11 8 9 9 3 Rounding and Backing

Rounding process consists of placing a book somewhat projecting over the edge of the press. It is then hammered by the workman on both sides. The binder must be very careful while subjecting the

book to rounding because excessive rounding makes the opening of the book difficult because back margins of the sheets are taken up by rounding. If the back is left very flat, there is a danger that the book may become concave in due course of time.

The 'backing' process consists of making a groove into which the edges of the boards would properly fit. Besides, the backs of sections are hammered one over the other from the centre outwards on both sides so that a groove is formed.

These processes are aimed at controlling the swelling of the back of the book which is caused due to sewing process.

11 8 9 9 4 Cutting and Attaching Boards

The boards are cut to size either by a cutting machine or by shears screwed up in a 'lying press'. The plough is used for having straight and square boards. Fairly thin paste is used for lining boards in case split boards are used. It should be ensured that the height of the boards allows some projected end on all sides so that the boards are squared. The squared boards are laid on the book and are marked with pencil in accordance to the position of the slips. Another parallel line is drawn at half an inch distance towards the inner side. Points at which the lines cross, holes are made by binder's bodkin from the outer side on a lead plate. After turning over the board, second series of holes is made from the back about half an inch from the first. The slips are reduced in size. These are put into the holes of the board from the outer sides and passed back through the second series of holes. These free slips are cut and hammered so that these are rivetted into the board.

11 8 9 9 5 Cleaning off the back and pressing

After attaching the boards the book is pressed and the back is soaked with paste. The surplus glue is scrapped before it goes dry.

11 8 9 9 6 Forwarding.

The knife used for cutting edges is very sharp, otherwise there is a danger that the paper may be torn. Top edges are cut first very carefully and then the other edges are cut.

11 8 9 9 6 1 Gilding or colouring the edges.

If the edges are not gilded at the time of trimming the edges, these are gilded after cutting the boards. "The purpose of gilding

or colouring the edges of a book is primarily protective as the intention is to give a smooth solid surface that will prevent dust being admitted."⁴¹⁷

While gilding a book, the following processes are gone through :—

1. The book is locked in a press and the edges of the book are scrapped either by a steel scraper or a piece of glass.
2. It is sand-prepared.
3. A coating of black lead or red ochre is given.
4. A coating of glair is given. It is made from the egg albumen.
5. The gold leaf of an appropriate size is floated on the surface of the edges.
6. As soon as the glair dries, the edges are rubbed by a sheet of paper by keeping in between either an agtate or blood stone across the leaves.
7. The edges are afterwards waxed and brushed.

Edge gilding is achieved by two methods *i.e.* fore-edge painting and gaufering. The former method consists of scrapping smooth the fore-edges and the painting of fore-edges in a fanned position. The second method consists of denting, marking, and pricking the already gilded edges with heated tools.

11 8 9 9 6 2 Fixing Head Bands and Lining-up of the Spine.

Head bands in machine and craft bindings serve as decorative pieces. There are many methods of lining up the back. The common feature of these methods is smoothening the surface of the spine by gluing over it a soft kraft paper.

In order to save the spine from cracking, hollow backs are recommended. These hollow backs are achieved by gluing on the spine heavy wrapping paper. The width of this paper is three times of the spine and its length is bit larger than that of the spine. A tube of the paper is attained by gluing two thicknesses apart from the spine and one thickness with the spine. This method known as 'one on the off' is an English variety.

11 8 9 9 7 Covering

A binding is covered wholly or partially by leather or cloth. The partially covered binding may be either "three-quarter bound" or "half-bound". The former is achieved by covering the back fully and the one third of card-board width wise by leather. In the latter method, only the back is covered by leather and it extends to about one-fifth of the width of the card-board. Similarly cloth bindings are secured. The projecting skin or cloth coverings are trimmed. To get it set and dried up properly, the books are tied round the joints at the backs.

11 8 9 9 8 Finishing

"The actual technique of finishing involves the preparation of the leather, the preparation of the design, the actual tooling and variation in the technique of decoration."⁴¹⁸

The lettering is of two kinds *i.e.* blind and gold-tooling. In the former case, no material such as gold leaf etc. is used while in the second case, lettering is done with foil, gold leaf or some similar material. The tooling can be done in two ways *i.e.* by applying the binder's type by setting it up in a pallet or a stick. It is used after heating it. The type is composed in a stick by the finisher or his assistant and is heated after fastening it in the frame which has got a wooden handle. This heated type stick is used on the spine or the front board either with or without the foil or gold leaf. This apparatus and method of lettering is a bit expensive one. Only larger libraries can afford it.

The second type of lettering may be done by putting individual letters by an electric stylus pen. Other tools used for lettering and tooling consist of fillet or roll *i.e.* a metal wheel which carries some repetitive designs and gouges used for having curved lines. The leather is smoothened by working a heated polishing iron on its surface. The dry leather is then washed in water with glycerine. To remove grease of the leather, vinegar with acid qualities is used. A paste wash or gelatine wash is given to it, as the case may be.

The design of tooling is decided by the binder. It may be worked on the paper. The latter is subjected to tooling. The

lettering is done on the spine by one of the methods mentioned above.

Though the order of the main stages of binding consists of preparation, forwarding and finishing, yet the binders doing the binding by hand do some forwarding jobs in the end. For example, the end papers are attached to the cardboards as a last job and thereafter, the books are put under some pressure so that a smooth and curveless binding is ensured.

A model of American binding with necessary diagrams and step-by-step detailed description of each stage of binding of a book is given in *School Library Journal* (November, 1956).⁴¹⁹

11 9 1 Organisation of the Binding Section

11 9 1 0 Introduction

The organisation of the binding section of a library implies such a management that maximum output is ensured at minimum cost. How can it be possible? This is possible only if trained and qualified staff is recruited for the bindery and repetitive jobs are got done through mechanical processes so that the cost of binding is reduced. Moreover, the number of books bound should be sufficient so that the bindery becomes a viable unit economically. In fact, it should compensate the loss of organisational skill which can otherwise be saved if the books are got bound from commercial binders.

11 9 1 1 Staff

The most important person in the bindery is the Foreman. He should be well-qualified and capable of getting work out of his assistants. He should be able to plan the binding work in such a manner that every person is given as much work as can be done by him according to his capacity. In other words, optimum amount of work must be secured from workers. After proper job-analysis, sufficient number of posts of assistants should be sanctioned for ensuring proper work. All the assistants should be trained in the binding work. The staff should be well-paid. "The staffing of a library bindery is the real key to its effectiveness. It demands before anything else the services of a skilled and conscientious foreman who is not only capable of working with little pressure and supervision from above, but can also command from the bindery staff both industry and loyalty.....without such a man a library bindery can easily

become both an extravagance for the authority and an administrative burden for the librarian."⁴²⁰

11 9 1 1 1 Staff Estimate

"A finisher can letter 15,000 home reading books a year, the most satisfactory team will obviously start with two such finishers giving a basic annual output of 30,000 volumes. To forward this number of books, five forwarders are required and nine sewers, if we assume that the bindery is fairly well-equipped with machinery. This gives a team of seventeen including the foreman and is based on the assumption that extra work will be carried out by the foreman as required, and that each forwarder will produce 6,000 volumes a year and each girl or woman, will pull down, collate, repair and sew 3,333 volumes a year—an average annual output per member of the staff of 1,765 volumes."⁴²¹

Rebinding of 20,000 volumes a year is considered to be economically possible. An average number of 1,666 volumes can be bound by a staff of twelve persons which include one foreman binder, one finisher, three forwarders and seven sewers.

11 9 1 2 Equipment

A bindery with a binding output of 20,000 volumes demands machinery for efficient and economical binding. It is estimated that the cost of a sewing machine is about £ 900. A saving of £ 755 is made possible by its use as compared to the sewing done by hand. An electrically run single-edged guillotine with 38" blade is considered useful. It costs between £500 to £600. Similarly, economy can be effected by introducing machinery for many other operations e.g. 18" glueing machine, 24" turning-in machine for folding and pressing over the board the glued cloth etc. etc. The total capital cost for machinery comes to about £3,500. An additional amount of £1,000 is required for materials.

11 9 1 3 Cost of Binding per Volume

The average cost of binding a book can be found out by cost-accounting. The average cost of binding per volume may be 4s. 5½d., 5s. 4d. and 6s. ¾d in binderies binding about 40,000, 20,000 and 10,000 volumes a year respectively.⁴²²

It is estimated that average cost of binding per volume in an Indian bindery home is as under :—

Half Cloth	25 P.
Full Cloth	60 P.
Half Leather	Rs. 2.50 P.

The average market rates of binding in India are as follows :—

Half Cloth	50 P.
Full Cloth	Rs. 1.50 P.
Half Leather	Rs. 4.50 P.

CHAPTER 12

CARE AND REPAIR OF BOOKS, BUILDING AND EQUIPMENT

12 1 Preservation and Conservation of Reading Materials

12 1 0 Introduction

Books are the life-blood of great thinkers of the past and the present. They represent the life-long labours and researches undertaken by philosophers, sages, scientists and litterateurs. It is a very pleasant, though difficult, task of a Librarian to preserve the treasure of knowledge which is found in the form of books and documents. It is rather his religious duty to conserve this knowledge in an appropriate manner.

Books like human beings have got a body and a soul. Its body is represented by the material of which the book is made. Paper, ink and binding are the physical constituents of a book. The soul of a book consists of the actual thought-content to be found in the written pages of the books. The soul can be freed from the mortal bondage only their message is conveyed to every living being.

Thus, a Librarian has a two-fold obligation towards books. He is entrusted with the task of preserving the books as well as

publicizing them. These functions seem to be self-contradictory to a layman, but these are quite distinct obligations of a Librarian.

12 1 1 Physical Constituents of Books

In order to discharge the onerous duty of preservation, full acquaintance with the material used in the preparation of the books is essential. Obviously, paper, parchment, tracing cloth, leather, binding material and ink are the main constituents of a book.

The following are the three aspects of the problem which are faced in the preservation of the written material :—

1. Causes of paper deterioration.
2. Available methods of minimizing these causes.
3. Accepted methods of repairing the damaged records.

12 1 1 1 Paper and its Constituent Elements

Before we analyse the causes of paper deterioration, we must, first of all, know :—

1. How paper is made ?
2. What are its constituents ? and
3. How to evaluate the finished products ?

“The chief fibres in use today are cotton, flax (linen), hemp, esparto, straw and wood. In raw state all except cotton are improved form of cellulose, usually lignocellulose, and need some form of chemical treatment to liberate the fibre in the form most suitable for making a good quality paper.”⁴²³ To make it more attractive, some glue is used on the surface. “The mechanical strength of the paper depends largely upon the length and strength of the individual fibres. Length of fibre is important since short fibres cannot be made to interlock so completely as the longer and more flexible fibres.”⁴²⁴

Certain tests have

National Bureau of Standards, U.S.A., and Massachusetts Institute of Technology. These provide very useful methods for determining the suitability of a paper for library or museum purposes.

12 1 1 2 Parchment, Cloth and Leather etc.

Parchment, cloth, leather and other binding materials like card board, thread, glue etc. are perishable articles like papers.

12 1 1 3 Ink

Ink is another important element in the record making process. Ink has highly acidic elements and fades away soon. It even becomes a potent cause for the deterioration of the paper itself. India ink is considered to be the best ink for printing purposes since it has got carbon base and an alkaline permanent pigment in it.

12 1 2 Causes of Deterioration of Books and their remedies

The following are the five enemies of books :—

1. Insects
2. Water
3. Fire
4. Dust and
5. Human beings

12 1 2 1 Injurious Insects

Some insects are the sworn enemies of books. These insects include cockroaches, white-ants, mold or mildew, silver fish and beetle. Smoking and eating inside the book stacks cause insect breeding.

12 1 2 1 1 Cockroaches or Black-Beetles

Cockroaches attack the books in darkness and foul the filler in the book cloth. These leave a musty smell. Gemmexane or D.D.T. may be used to remove these.

12 1 2 1 2 White-ants or Termites

White-ants are the most dangerous enemies of books. If once these start destroying the books, there may not be an end to it, since these have a reserve of ants. The only way would be to dig up the site and to destroy the queen ant. If we use carbon bisulphide or carbon tetrachloride, the white-ants can be killed even in the soil itself. Steel furniture and concrete buildings should be used for storing books. "When the building is erected, the earth in the site

should be dug up and cleared of nests of queen-ants. The soil of the foundation trenches may be soaked with a 20 per cent solution of zinc chloride or copper sulphate. The superstructure should be isolated from the foundation by a damp-proof course of concrete slate or asphalt. Stone or burnt brick and lime-mortar or cement alone should be used in construction...Another preventive against white ants is to treat joints and crevices with solution of one part corrosive sublimate and 16 parts methylated spirit. The stock room may be air-conditioned. The next is to provide for adequate ventilation, sunlight and dryness."⁴²⁵

12 1 2 13 Book-Worms

Bookworms or the larva of beetle eat the paper and the binding by making pinholes. These are visible from both sides generally. These are mainly found in tropical and semi-tropical regions. "Against the larvae and the beetles, poison and fumigation are effective. Naphthelene in the form of blocks of para-dichlorobenzene crystal will give fumes which will repel the beetles. At a temperature of 70° degrees the crystals in a proportion of one pound for each 10 cubic feet, will give off fumes which will kill most insects; provided the books or other materials are arranged to permit the ready circulation of the fumes."⁴²⁶

12 1 2 1 4 Fungus

Another injurious insect is the omnivorous fungus or the mildew. It is a thin, whitish coating consisting of fungi of many kinds. It destroys the paper and the leather and leaves white scars on the book. Humidity helps it to grow more and more. "It grows much when humidity is above 70 per cent and most when it reaches 90 per cent and the temperature is between 25°C and 38° C."⁴²⁷ To keep these away, proper ventilation and loose shelving of books is very useful. Artificial heat may also drive these away. Hetherington⁴²⁸ has recommended a solution which has been used successfully to prevent the growth of mold. The ingredients of his formula are thymol crystals (100 grams), mercuries bichloride (4 grams), ether (200 cc) and benzene (400 cc). He claims that one application of this solution was sufficient to stop the growth of mold. The solution, however, is both poisonous and inflammable and must be used very cautiously. It is best applied in open air or in a well-ventilated room and with a piece of cotton held in forceps so as to keep it off one's hands.

12 1 2 1 5 Silver Fish

It is a very strange insect as it hides away in the day and makes the binding, paper and starch its prey at night. This can be recognised as having silver grey scales on the body. Glue, paste and gelatin attract these insects. Cleanliness is a permanent cure. But these can be repelled if a mixture of simple boric acid and flour are spread near the books. A mixture of sodium fluoride and flour in the ratio of 12 : 100 would be effective for dealing with these insects.

"Open access is the best prevention against all the above-mentioned ills. In regions into which readers go often, the books are constantly handled and injurious organisms do not find harbour"⁴²⁹... "Black colour should be avoided in the covering materials of the bindings. Red colour has proved to attract insects least."^{429A}

12 1 2 2 Other Causes and their Remedies

Besides injurious insects, unfavourable storage facilities, ill-protection, careless handling by readers, dust, fire, too much of light, dampness, dryness and varying levels of temperature are the other causes of deterioration of reading materials.

Air conditioning is the panacea of all the above-mentioned ills of books. It helps to maintain the desired level of temperature and humidity. It increases the life of the reading material. Tests have shown that sunlight, extreme heat, dryness, dampness, and gas in the air are injurious to paper and leather ; therefore, libraries must provide atmospheric conditions which keep these factors under control. Changes in paper are nearly zero at a temperature of 65° F and a relative humidity of 60 per cent..... "For protection against dust the air should be filtered, washed and treated with chemicals so that any acidic fumes arising from fuel or other sources may be eliminated."⁴³⁰ In the alternative, the stack room may be built on dry construction system. The walls should be hollow. The floor-levels should be high enough to avoid undesirable dampness. Nepathelene bars, lime, mergosa leaf and tobacco-leaf have preventive effect. Buckets of coal may keep humidity under control. Precautions should be taken against fire and rainwater. Strict vigilance should be kept against multilators and book thieves.

12 2 Mending and Repairing

Mending and repairing processes imply the following .—

- “1. *Mending*. Minor restoration, not involving replacement with any new material or the separation of book from cover. (For example, the mending of a tear in a page or the tipping in of a loose leaf.)
2. *Repairing*. Partial rehabilitation of a worn volume, the amount of work done being less than the minimum involved in rebinding and more than the maximum involved in mending. (For example, the repairing of the cover cloth or restoring lost leaf corners).
3. *Reinforcing*. Strengthening the structure of a weakened volume, usually by adding material. (For example, the strengthening of a hinge with cloth or the reinforcing of a page by covering it with tissue).
4. *Recasing*. Replacing the cover on a volume which has come out of its cover or has loosened in its cover, the sewing and cover being still in good condition.
5. *Re-backing*. Attaching a new shelf back on a volume without any other binding.
6. *Resewing*. The process of making a new cover and of attaching it to the volume.
7. *Recovering*. The process of taking out the volume out of its cover, removing the old sewing, sewing anew, and replacing in the same cover.⁴³¹

A librarian encounters with these processes in libraries very often. For mending and repairing, proper training is essential because a minor wrong step in mending or repairing spoils the whole book. For example, putting too much glue, paste or gum for recasing the book spoils the book itself. Similarly, if a book which is to be rebound ultimately, is treated with gummed cloth or transparent adhesive paper for mending torn leaves or for reinforcing the joints which are inside the volume itself, may render it unfit for rebinding. These methods should be used with much care and cautions. Only those books should be subjected to these processes

which have been injured very slightly and which are not to be rebound.

12 2 1 What and when to Mend or Repair ?

"One of the important decisions which needs to be made involves the determination of what to discard, what to rebind, and what to repair."⁴³²

Public, school and college libraries generally discard out-dated books, especially text books and ephemeral materials through periodic weeding out programmes. But research libraries preserve such books. Similarly, "books with missing pages and worn or soiled books which can be replaced and books which are no longer useful to the collections are among the types which can be generally discarded."⁴³³

"Mending is called for when pages are loose, torn, or rumpled, when super or joints are broken. Usually those designated for mending are titles, especially fiction, which are in too great demand to be sent to the binding, adult non-fiction of temporary value not be rebound, rebound items which need slight adjustment, valuable books too old to be rebound, and little-used books retained for illustrations, plates, or because of local interest."⁴³⁴

12 2 2 Planning of mending work

The mending and repairing work should be planned properly. The repair unit of the library should be located in a suitable place. This unit should be equipped with essential materials which are to be used by the binders for mending and repairing books. The essential materials include Artgum erasers, ink erasers, steel erasers and ink eradicators required for cleaning and alcohol and gasoline for removing oil spots and stains which are sometimes found on the books when used by careless users. Vinegar, white soap and sand paper can also be used for cleaning the surfaces of the books. Shellac and book lacquers may be used for water proofing the new books. Besides the above-mentioned materials, essential equipment for carrying out minor repairs include a pair of shears with a half-a-foot long blade, good paring knife, a ruler with steel edge, paste and brush alongwith pots to keep pastes and other mending materials such as blotters, tissue paper, waxed paper and end lining papers etc.

12 3 Conservation of Special Material

12 3 1 Periodicals and Serials

The periodicals should be properly got bound. The volumes should not be too big or heavy otherwise there remains always a danger that the paper may not give way because the paper used for the periodicals is generally not of high quality. "Some items are printed on paper too poor or fragile for regular binding. If these materials are to be retained permanently, they may have to be Japanese-tissued or otherwise protected and bound ; or they may be placed in cloth portfolios and marked to match other parts of the sets if these have been bound."⁴³⁶

12 3 1 1 Newspapers

The paper used for printing newspaper is made of wood-pulp and is, therefore, liable to disintegrate easily. But the value of these newspapers is immense. The cost of procuring, binding and rebinding newspapers is enormous. Therefore, the bindings should be of high quality. "Of all the source materials bearing upon the life of a community, the local newspaper is probably the most comprehensive, earliest to secure, and the most evanescent. Collected today, tomorrow it is scarce, later, perhaps, rare or unique. The scope of information contained in a well-run sheet is astounding, and even against its own editorial will it reflects the conditions, events, and forces of its time. Bulky, yellowing, unmanageable by usual library methods, files are more easily ignored than stored, and because their value is likely to be cumulative, a steady, long term policy regarding them is required."⁴³⁶

Alternatively, special editions of newspapers on rag-paper or microfilm should be purchased for preservation purposes. Their life is much longer than that of an ordinary newsprint paper.

12 3 2 Pamphlets

Pamphlets are preserved in many ways in various libraries. These methods include the binding of individual pamphlets, binding of many pamphlets of one subject into one volume or to keep them in vertical files.

12 3 3 Paper Clippings

It is found in many libraries, especially research libraries, that important news, mainly of local interest or bearing on a particular

subject, are clipped from the selected newspapers. These are mounted on type paper and are kept in vertical files in a classified order.

12 3 4 Maps

Public, academic and special libraries contain a good collection of maps. Due to their abnormal sizes and the difficulty encountered in their consultation, special stands are prepared for mounted maps. The unmounted maps are preserved in steel map cabinets. These are manufactured by many reputed firms.

12 3 5 Music

Music scores should be preserved in such a way that these can be used without any hindrance. It can be ensured by sewing these along the signatures. Music scores may be kept in folders and boxes also.

12 3 6 Films and Micro-films

These materials are inflammable. The Librarian should take a special care for their preservation. The storage should be free from dust. The temperature and a relative humidity of 70°F and 50 per cent should be ensured respectively.

12 3 7 Manuscripts

Manuscripts are rare and valuable. These must be preserved properly. "Minogue in a section in the Repair and Preservation of Records' devoted to the reinforcement of paper, has listed several methods. These include 'framing' or 'inlaying' a sheet of paper into another sheet of more durable paper ; mounting on another sheet (if one side is blank) ; glazing (mounting in a frame or between two sheets of glass) ; resizing in order to allow the paper to regain the original strength ; lacquering ; or covering with a transparent, flexible material."⁴³⁷

12 3 8 Leather Bindings

Leather bindings deteriorate due to heat and dryness. Weighty volumes last for shorter periods. Application of mineral oils is harmful for leather bindings. Well-tanned leather should be used for binding. But sulphuric acid is very harmful for it. Only air-conditioning can preserve it adequately. "For the library which has not yet installed air-conditioning to ward off the effects of gases in

the air, against which even stable vegetable-tanned leathers are not immune, H. J. Plenderleith, of the British Museum, recommends that such vegetable tanned bindings be treated with a 7 per cent aqueous solution of potassium lactate, after washing them with soap and water and allowing them to dry..... For protection against mold and mildew, paranitrophenol (0.25 per cent) may be added to the solution..... High on the list of acceptable preparations is that now employed in the New York Public Library, where it has supplanted one comprising simply two parts of lanolin to three parts of neat's foot oil."⁴³⁸

1 2 4 Building Care

1 2 4 1 Its Importance

Building care is an important aspect of library administration. The librarian must pay his personal attention to the proper care, repair and maintenance of the library building. "An attractive, modernly equipped, efficient, clean, well-kept building is a great asset in promoting library objectives...But unless the librarian pays attention to building condition, and care and cost, he is oblivious to an important aspect of administration. Poor maintenance of building and equipment will adversely affect staff and reader morale."⁴³⁹ "Regular cleaning of the building, periodic decoration, prompt attention to lighting difficulties, adequate elevator operations, and other services, if properly rendered, contribute greatly to the efficiency of the administration of the library and should be given the consideration they deserve."⁴⁴⁰

12 4 2 Staff

For ensuring proper building care, a sincere caretaker should be appointed. "He should be chosen with care, by tryout as well interviews, and not only from those who apply, or answer an advertisement.....but from the four or five most competent persons..... He has to be energetic, in good health, intelligent and trainable, i.e., able and willing to take instructions and learn new ways, have a pleasant disposition and a background of character and responsibility, so that he can become a worthy member of the library family and deeply interested in his work, in the services to and satisfaction of readers, and in the library's good repute. He will often be called on to help keep order; he needs a certain amount of dignity and self-possession which will not arouse reader antagonism

.....This is a library service requiring real ability, initiative, energy and devotion.”⁴⁴¹

12 4 2 1 Staff Costs

In America, much attention is paid towards building care. The data on library building management of 42 cities of over 300,000 population in 1960 are self-revealing. “(a) the total maintenance staffs numbered 2,184 or about 1/7 of the total library staff of 16,336 ; (b) maintenance salaries averaged 8.8 per cent of total salary budgets, ranging from 3 per cent to nineteen per cent ; (c) that a building manager at substantial salary was employed in 12 of the 16 largest cities, and in 9 of the 16 cities from 300,000 to 680,000 population ; and (d) that in at least two cities the assistant librarian supervises building care among other overhead duties.”⁴⁴²

In India, this job is not given due attention. It is performed half-heartedly and in a casual way. Almost no library has any full-time special building care superintendent or assistant librarian. In some libraries, for example in the Panjab University Library, Chandigarh a junior post of a care-taker exists. In others, either one or the other assistant casually performs this job in addition to his own duties or the librarian/assistant librarian himself goes round the building at odd hours.

12 4 3 Building Care Jobs

The building care jobs can be broadly divided into the following four parts :—

1. Pinning the actual responsibility for each aspect on some individual ;
2. The cleaning and straightening-up operations ;
3. The care and operation of heating and other mechanical equipment ; and
4. Repair and maintenance.

More specifically, building care includes :—

1. General safety, health, comfort and convenience of staff and public.
2. Condition, appearance and cleanliness of grounds, approaches and exterior ;

3. Cleanliness and orderliness of the interior, its equipment and furnishings ;
4. Sanitation throughout, especially floors, washrooms and plumbing ;
5. Fire safety ;
6. Effective operation of heating, ventilating, lighting, sewage, water and other services ;
7. Proper storage of all materials ;
8. Prevention of damage by water, or by wear and abuse ;
9. A minimum of paperwork and records.”⁴⁴³

12 4 4 Enemies Of Buildings And Equipment : Their cure and prevention

Library buildings and equipments are to be guarded against their five enemies *viz.* ; dust, dirt and cobwebs, water, vermin, fire and humans.

12 4 4 1 Dirt, Dust & Cobwebs

Dust not only spoils the appearance of the building equipment, but it reduces its span of life. It is also responsible for the deterioration of paper and other materials. Dust is the direct cause of insect breeding. Similarly, cobwebs give a very ugly appearance to the building and equipment. Large libraries should go in for various cleaning machines and equipment. These include :—

“(i) Floor—polishing machine, costing between \$ 50 to \$ 200 according to size.

· (ii) Scrubbing machine, costing about \$ 400. Non-slip wax should be used.

(iii) Floor-washing machine, costing about \$ 1,000. It sucks it up dirty, wipes dry and polishes the terrazo, tile or linoleum floor.

(iv) High power vacuum cleaner, costing about \$ 250. It is useful for book and shelf-dusting.”⁴⁴⁴

Smaller libraries may use improvised equipments for dusting and cleaning.

(v) Washroom and laterines should be kept clean always. The sweepers should use liquid phenol for washing and

cleaning. Phenol tablets should be kept in urinals. Wash basins and laterines should be cleaned many times in a day by vim and other kindred materials. These should not stink at all. These should be situated at corners of each floor and these should be provided automatic doors so that no bad smell comes out. At various strategic points, especially reading rooms, office and work rooms, bath rooms, should be equipped with dust bins. These should be cleaned four to five times a day to avoid accumulation and overflow of waste paper and other refuse materials. The employees, visitors and readers should be requested through sign-boards "use dust-bins" affixed at prominent places in the library. The building, furniture, fittings and equipment should be kept properly cleaned and polished and in working order. All parts of the building e.g. floors, walls, roofs, ceilings, windows, door and glass panes should be kept neat and clean of dust, dirt and cobwebs.

12 4 4 2 Water

Water may be harmful in two ways. Firstly, it causes humidity of the atmosphere, thereby helping the growth of fungus on the books. It also does injury to the steel furniture due to rusting. Buckets of coal should be kept in the stack room. Books attacked by fungus should be cleaned individually.

Secondly, damage from water is caused by rainwater especially during monsoon season. The water may enter the stack room either through the ventilators and windows or due to leakage of roofs. In areas known for torrential rainfall, garble roof should be used in place of ordinary flat type roof. The soaked books and furniture articles should be immediately dried up. The Executive Engineer incharge of building maintenance should be notified immediately for prompt repairs.

12 4 4 3 Vermin

The vermin include injurious insects and rodents like rats, bats etc. The prevention and cure of insects have been dealt with earlier in Section 12121. To deal with other vermin, the best remedy would be a rat-proof building. Otherwise rat traps should be spread throughout the library with necessary bait. Their places and baits should be changed from time to time.

12 4 4 4 Fire

Fire may be caused by burning matches sticks, candles lamps, cigarette and biri ends and electrical defects. The following preventive steps should be taken :—

1. The stacking material should be fire-proof.
2. No candle or lamp should be used without protective covering or glass shades.
3. A covered-in-lamp should be used for sealing purposes. It should be lighted by automatic lighters. If match stick is used, it should be completely put out and thrown out.
4. Smoking should not be allowed within the stacks. However, if no special smoking lounge is provided, reading rooms and other places visited by readers should be equipped with ash trays for depositing match sticks and cigarette ends.
5. No inflammable article like kerosine, petrol, rags and waste paper etc. should be kept in the open.
6. The canteen should be located bit far from the stacks.
7. Sufficient number of fire extinguishers and fire buckets should be fixed at various strategic places in the library. The fire buckets should be kept filled with sand or dry earth. Water buckets may also be used. These should be filled with fresh water weekly. Chief fire cause in libraries is failure to clean out completely each week the basement accumulation of loose and waste paper, cartons, cleaning rags and discarded materials. A staff member should be made responsible for checking safety matters, janitors have the excuse that decisions are not made to get rid of such items and have them hauled away. Check burnt out lights, descript chairs, splinters on table legs, misplaced ladders etc. If fire breaks out, the fire brigade should be immediately contacted through telephone. Its telephone number is generally given on the outer cover of a telephone directory, besides at an appropriate place in the directory. Before the fire brigade arrives, all efforts should be made to extinguish the fire by the use of fire extinguishers, sand and water buckets.

Fire caused by ignited oil should be put off by the use of sand. All inflammable articles should be removed to safer places. All windows and doors, except those used for entrance and exit should be closed immediately to avoid the spread of fire. Regular fire drills should be held for training the library staff members in fire-fighting techniques.

12 4 4 5 Human Beings

Some readers and visitors are prone to anti-social habits of stealing and mutilating books. "It is a truism that book losses are a major problem in U.S. libraries. Solving the problem of thefts, unreturned loans, mutilation, and just lost books has consumed countless hours of follow-up and thought, and thousands of dollars expended for the development of better systems for the control of book collections ; for charging systems, inventory methods, and other ways to protect against thieves or damage."⁴⁴⁵

12 4 4 5 1 Pilfering and Mutilation of Books

Pilfering and mutilating of library books may take the following forms :—

1. Books are removed from libraries in an irregular manner by individuals who desire to use them at their own convenience and want to escape the need for renewal and payment of fines.
2. Individual borrowers impersonate and give false names at the time of borrowing books.
3. Lost Registration/Identification Cards are misused dishonestly by unauthorized persons.
4. The excision of pages, plates, pictures, maps, tables and diagrams from books, documents and bound periodicals is very common.
5. Books are defiled by interlineations and marginal notations.
6. Dog-earing the pages and bending back the corners are the examples of rough usage of books.
7. Books are smeared by grease marks.

To overcome these ills, besides taking resort to some thief catching devices and other precautions, the following steps may be effective :—

1. A classroom information programme that will acquaint readers with book replacement costs, the rights of readers and the implications of mutilation.
2. Keeping open a line of communication between teaching staff and library personnel relating to class assignments and books to be placed on reserve.
3. A pervasive influence can be wielded over students through students' unions to deter them from mutilating and pilfering books.
4. Inflicting heavy cash penalties or suspension from class attendance.
5. A 'theft and damage fee' may be levied on per capita basis to cover the book losses.^{446, 448}

12 4 4 5 2 Thief Catching Devices

Besides providing a manually controlled entrance and exit gate, strict vigilance in the stacks, reading rooms and other vulnerable places in the library, and thorough checking and search at the exit are essential. One of the following thief catching devices may be made use of in order to have effective detection of unauthorized smuggling of books from the library :—

12 4 4 5 2 1 Sentronic

It is an electronic device to catch book thieves. It is invented by Mr. E.M. Trikilis and is manufactured and sold by General Nuclionics, Columbus, Ohio. It has been installed in three U. S. public libraries at Grand Rapids, Flint (Michigan) and Joplin (Mo.). It detects and locates unauthorized removal of library property without personal contact. This system is based on the principle that changes in a magnetic field can be detected. In this system, first, there are sensors or detectors, usually concealed in aluminum posts or in the door frame at the exits to the library. These detect changes in the magnetic field there. The second component is concealed in the books. It is the "sentron"....., a strip, several metal rods, or a sheet, capable of being magnetized or demagnetized by the other

basic component of the system. Finally there is the machine, installed at the loan desk, which will magnetize books as they are returned and demagnetize them when they are being loaned out to a patron.

The detectors at the exit are wired to an alarm system, either a buzzer at the desk, a turnstile will lock when the system is activated, or a sign at the exit which lights up to warn the errant borrower that something is wrong. Any of these alarms, or a combination of all of them, can be installed.....When an absent minded borrower or a thief gets near the detectors they react to the magnetic insert in the book and the alarm goes off, the sign lights up or the turnstile locks.....If the offender denies having any book, the librarian can make use of the *hand probe*. This probe looks like a piece of green pipe with a meter and a button attached at its centre. With the button depressed, and the offender waiting, the librarian moves the probe over every part of the offender's body and brief case, without actually touching anything, until the meter indicates that it has passed over the offending object. The librarian may then point out that there is something in the brief case or under the coat of the offender, that is activating the system...It...would be helpful in detecting the removal of unauthorized materials from the library. They will detect books no matter how they are hidden or "shielded" (wrapped in insulating material, or foil), and they search everyone having the library, without actually stopping anyone until a book (which is still magnetized) is detected. There is a problem of polarity in this system *i.e.* the magnets are neutralized if two magnets are juxtaposed. The annual cost for sentronic, on a five year contract basis, amounts to roughly \$ 6,500 for an installation with three pairs of sensing columns, complete with the necessary sentrons to treat 5,000 books a year, with additional sentrons available at \$ 210 per 5,000. The system provides a partial solution to the problem of unauthorized removal of books from libraries. It is not perfect.....It is costly.⁴⁴⁹⁻⁴⁵⁰

12 4 4 5 2 2 The Book Detective

The Book Detective, another electronic book thief catching mechanism is developed and marketed by Bro-Dart Industries of Newark, New Jersey.

This system is similar to Sentronic. To overcome the polarity problem, an "L" shaped book insert called 'bomag' is wrapped

around the spine of the book. It makes it extremely difficult to figure out just how to place the books against each other to neutralize the magnetism. The annual cost of Bro-Dart System is about \$ 6,800 plus 20 cents per bomag (25 cents per bomag if installed) besides the installation fee ranging between \$ 1,000 to \$ 3,000.⁴⁵⁰

12 4 4 5 2 3 Electronic Device To Stop Thefts

An electronic device to stop thefts, particularly of books from libraries, has been invented by a British University Lecturer of Physics. The simplicity of the invention is one of its main features. A thin printed circuit, costing only a few pence, can be pasted inside of the cover of each book. A borrower registering a book walks out through a monitored exit, collecting it on the far side. If the borrower tries to sneak through with a book in his pocket, an electronic beam can detect the circuit and activate alarm bells or flashing lights.⁴⁵¹

12 4 4 5 2 4 Other Methods

Other methods...“to reduce mutilation are to remove the temptation by substituting microfilm for bound newspapers.....Staff members should glance over reading rooms to detect defacers. Loan desk assistants should be trained to riffle through the pages of each returned book, partly to spot mutilations. The library should have an established scale of charges for such damages, and provision by law for penalties for the most serious cases. Readers of all ages need to be reminded from time to time how to care for books... Some restrictions are necessary, such as keeping in locked cases or on closed shelves those books which are expensive or likely to be stolen.”⁴⁵²

12 4 4 6 Other Facilities And Precautions

12 4 4 6 1 Drinking Water

Adequate arrangement should be made for permanent supply of filtered drinking water, preferably on each floor. In summer season especially, cold water should be made available. This may be done either by installing water coolers or by keeping earthen pitchers. Clean glass tumblers or stainless steel utensils for drinking purposes should be made available.

12 4 4 6 2 Heating And Cooling

A library building should be air-conditioned for ensuring desired levels of temperature in different seasons. Air-conditioning is "the simultaneous control of all or at least the first three of those factors affecting both the physical and chemical conditions of the atmosphere within any structure. These factors include : temperature, humidity, motion, distribution, dust, bacteria, odors, toxic gases, and ionization, most of which affect in greater or lesser degree human health and comfort."⁴⁵³

The important advantages which a library may derive from air-conditioning are :

- (1) aid in the preservation of materials and equipment ; (2) ideal working conditions for the staff and readers ; (3) reduction of dust ; (4) the elimination of the cost and noise of electric fans ; and (5) the provision of humidity control..... For human comfort the temperature range in winter should be about 70° F ; in summer, from 72° to 82° F. Relative humidity for libraries would be about 40 to 50 per cent for winter and summer."⁴⁵⁴

If a library cannot afford it, alternative arrangement should be made. For heating the building, gas/hot water tubes can be made use of. Ordinary electric heaters may be used for the purpose. But it should be ensured that floor coverings do not catch fire. "Fuel oil or natural gas are the favorite heat sources today, and many older buildings could cut janitor costs by changing over their old furnaces to oil burners. Coal furnaces care, ashes and resulting dirt involve a large share of janitor cost in the older buildings."⁴⁵⁵

For cooling purposes, if air conditioning is not feasible, air-coolers should be made use of, otherwise electric fans/air circulators/pedestal/ceiling fans may be used. "The well-known indigenous method of using *kuss kuss* for cooling should be used ungrudgingly during the hot season."⁴⁵⁶

12 4 4 6 3 Lighting and Illumination

Efforts should be made to provide as much natural light as possible through sun-breakers and windows. The colour-scheme should smoothen the glare of the natural light. The artificial light for the darker hours should be least tiring to the eyes.⁴⁵⁷

"The lighting of the library ranks in importance, as a problem of social welfare, with the lighting of all work surfaces where difficult tasks of prolonged duration are being performed".⁴⁵⁸ "How much lighting is necessary has been a controversial matter, even among illumination experts. A uniformly illuminated field of view is the goal of good lighting. While some experts suggest that library lighting might be 30 foot-candles, others have recommended 40 to 50 foot-candles for library reading. Kraehenbuel⁴⁵⁹ has worked out a table of recommended foot-candles for various parts of the library building, ranging from 5 foot-candles for hallways and corridors to 25 foot-candles for all reading spaces. Although it is desirable to take every advantage of natural lighting, it is important to make concessions to artificial illumination on an economic basis. Studies in brightness contrasts reveal that not only the lighting system but illumination and reflection from the surfaces of tables, windows, walls, ceilings, and books require careful consideration. Even natural lighting can be too extreme, and proper shades and blinds are necessary to shut off the glare from windows. Proper placement of chairs and tables is also necessary".⁴⁶⁰

12 4 4 6 4 Ventilation

"The reading room and the stack-room should have the benefit of natural ventilation.⁴⁶¹ The incidence of solar heat should be eliminated. Dust and rain water should also be eliminated. Exhaust fans should be installed in sufficient numbers so that polluted air is pumped out and fresh air is pumped in regularly.

12 4 4 6 4 Noise Prevention

"The prevention of excessive noise in libraries is of importance as an aid to effective use by students and as an essential to the comfort and conservation of the energy of staff members."⁴⁶² It does not imply that no sounds are to be made in the library premises. It is essential, on the one hand, that provision should be made for student and teacher conversation or for occasional music listening for entertaining mentally tired & wearied research workers. Yet, on the other hand, there is a dire necessity that noise should be controlled as much as it is possible so that readers and staff members are not disturbed in their work.

"Outside or background, noises generally cannot be controlled except by double-glazing which involves air conditioning,⁴⁶³ but noise

within the building, owing to conservation, electric fans and ventilators, walking and the use of telephones, typewriters, and other types of equipment, may be minimized. This is true even though the noise is due to corridors or stairways which concentrate traffic near entrances to reading rooms or to the use of building materials and equipment which reflect sound. Procedures include the use of accoustical materials for walls and ceilings in corridors, reading rooms, and workrooms ; of sound proofing materials for the walls of the bindery or other rooms in which heavy machinery is in operation ; of padding which contains insulating material for doors ; and of carefully selected floor coverings.⁴⁶⁴ Architectural advice on all of these matters is essential if the librarian is to secure the most satisfactory solution to the noise problem in his local situation.⁴⁶⁵

12 4 4 6 5 Equipment

"To increase efficiency, to reduce errors, and to release the professional personnel from routine duties, librarians have installed a number of machines and special types of equipment which have been used successfully in business and industry. Among these are communication systems such as telantographs, teletypewriters and pneumatic tubes, stenographic equipment, including typewriters, and various kinds of dictating and transcribing machines, and machines for handling departmental accounts, payrolls, fines, circulation statistics, and other library records. These include various types of calculating machines, and other devices employed in usual library operations.⁴⁶⁶ Besides, some special equipment is useful for various departments of the library. For the Binding Section, electric glue pots, electric paper-cutters, board-cutters, book sewing machines, backers, book presses and vises, eyelet machines, perforators, and electric punch and drill machines, may be had. A 'vacuum fumigator' for handling manuscripts, archival and other kindred materials which are likely to be infested with pests would be essential for the Maintenance Section. For the Documentary Reproduction Section, cameras, book cradles, enlargers, checking and splicing equipment, trimming and printing equipment, a sinks, cabinets for chemicals, mixing tables, paper dryers, film dryers and film-washers are essential. For facilitating swift movement of reading materials from one place to another, the Circulation Department requires book lifts, book conveyors, special bins with movable bottoms that depress gradually as books accumulate on them, communicator systems, electric or

photographic charging machines, fine computers, visible and rotary card files, and time stamps.⁴⁶⁷

It is essential that these mechanical and other apparatuses are kept in working order. For this purpose, these must be got examined, checked, cleaned, oiled and serviced periodically by engaging expert servicing agencies.

12 4 4 6 6 Rearranging, altering and enlarging library building

Normally no major alteration of building design should be effected. But some type of alteration, enlargement or rearrangement becomes essential due to increase in the number of books, readers and staff members. It may be necessary when machinery is to be installed or some new service is to be provided.

“Alteration of the building requires remodeling of the interior of the building. It involves partitioning large vestibules and corridors ; installations of mezzanines in two-story rooms ; removal of portions that cut the building into small room ; and as a part of the reorganisation accompanying alteration, the utilization of waste spaces, such as portion of the basement and corridors.”⁴⁶⁸

While considering alteration or addition to a library building, the following rules may be helpful :—

- “1. List the spaces needed for an efficient library as though starting a new, then alter and add to the old building to accommodate these needs.
2. Alter as little as possible, add as much as possible, for addition is cheaper than alteration.
3. Tear down and start afresh if alteration will cost nearly as much as a new building ; for remodeling is a compromise, and repair and maintenance costs are higher than for a new building.”⁴⁶⁹

12 4 5 Building Maintenance Routines

In order to ensure that the building and equipment remain intact and in working order, it is essential that a regular checking is made. Immediate action is to be taken to get it repaired. Maintenance routines may be annual, quarterly, monthly and daily. The white washing/distempering/painting of the building should be

got done annually. Major alteration, additions and repairs should be taken up annually. Similarly, furniture, fittings and equipment should be got polished/varnished/reconditioned annually. The mechanical and electrical equipments should be got cleaned/oiled quarterly or monthly depending upon the nature of the equipment and the workload on it. For example, typewriters and duplicators should be got cleaned/oiled monthly. Heavy equipment may be got examined and cleaned quarterly. An annual inventory is to be taken of the furniture and equipment articles with the help of the Stock Register. Besides, a continuous vigilance of the building and equipment is essential. It may be achieved by following a daily routine at the time of opening and closing the library.

12 4 5 1 Opening Routine

The Caretaker/Head Janitor has to evolve a well-planned programme for keeping a close watch on the building. Before the main gate is opened he is to go round the building and see if there is anything abnormal. He should confirm it from the night watchman. He should see that the lock of the main gate, doors, windows, their bolts and latches were intact, untampered and unbroken. He should take a round, of the whole building to find out if the electric installations and water supply, and heating and lighting arrangements are in order. He should see if there was any leakage of the roofs or walls and if there was any damage to the books or other equipment. If any pests or insects have damaged the books, it is to be noted. All the clocks and time pieces are to be wound on due days and their time is to be set right, when necessary. He has to find out if sweepers and cleaners have arrived and have been performing their jobs properly. He should re-examine the dusting and cleaning. If any laxity is found on the part of any person, he is to be asked to do the work again. All defects and damages are to be reported in the form of a diary to the librarian immediately for necessary action. The Opening Diary may consist of the following columns.⁴⁷⁰

Morning

1. Date.
2. Is the lock in the main gate intact ?
3. Hour of opening.

4. Opened by peon/watchman.
5. Supervised by the Caretaker.
6. Is the main switch off ?
7. Is the cash safe intact ?
8. Are the bolts and doors intact ?
9. Has any reader left his property such as cycle/scooter, umbrella, pen, book, stick, lady bag/brief case ?
10. Are the sub-mains off ?
11. Has any bulb fused ?
12. Is any electric line out of order ?
13. Is any fan out of order ?
14. Has any rat been caught ?
15. Has any place been damaged by rats ?
16. Has any place been damaged by rain ?
17. Has any disinfectant been used ?
18. Abnormalities reported to the librarian, if any.
19. Remarks.
20. Signature of the caretaker.

The Librarian takes necessary action by contacting concerned officers of the Executive Engineers' Office on telephone or by sending urgent messages through messengers. The Officers are requested to repair the damaged equipment immediately.

12 4 5 2 Closing Routine

At the time of closing the library, the caretaker has to ensure that there is no person in any room or place of the library building. He sends a janitor/peon to go round the building and close and bolt properly all the doors, windows and ventilators. He should get removed any inflammable article found on the floors or other places. The rat traps with fresh baits are to be put in various parts of the building. The caretaker then himself goes round the building and goes on switching off the fans and lights individually. Then the sub-mains are put off. Inner gates are got locked. If he finds any property of the readers, he gets it deposited at the property counter. The

main switch is switched off in the end. The watchman is asked to lock the main gate properly and securely. The caretaker pulls the lock to satisfy himself that it is locked properly. He fills up the Closing Diary. The key and the Closing Diary are sent to the person in whose custody these are to remain during night time. The Closing Diary may contain the following columns :—⁴⁷¹

Closing Diary

Night

1. Are all doors and windows bolted/locked ?
2. Are all lights and fans switched off ?
3. Are the sub-mains off ?
4. Is the main switch off ?
5. Are the rat traps placed in affected places ?
6. Has any reader's property been found and kept in the Property Counter ?
7. Is the main gate closed ?
8. By whom closed ?
9. By whom checked ?
10. By whom supervised ?
11. Time of closing the library.
12. Abnormalities, if any, reported to the librarian.
13. Remarks.

If there is any serious matter, it must be brought to the notice of the Librarian/Evening Shift Incharge immediately so that urgent action is taken. The Closing Diary should better be sent to the librarian after closing the library or it may be presented to him in the morning.

These routines should be followed faithfully and meticulously so that the building and equipment remain in working order always.

13 1 Genesis

STOCK verification implies the physical check-up of the articles on record. It is a common practice in big business houses and government departments to resort to annual stock-taking in order to assess the profit or loss. They try to find out as to what has been sold out and what has been left behind so that a proper quantity of a particular item may be procured for future sale. There is a practice to differentiate between stock and store articles. More importance is attached to stock articles since these are of permanent value and are likely to be longer in use whereas the store articles are consumable. An analogous example can be cited by referring to two kinds of leaves *i. e.* earned and casual leaves allowed to employees. The former can be cumulated whereas the latter cannot be cumulated since it is consumable and lapsable. Naturally, more importance is attached to the former one. Every employee tries to avail of the casual leave first before he requests for earned leave. The similar distinction between stock and store or stationery articles is brought out. A typewriter is a stock article while a pencil is a store article since the latter is likely to be used up soon. So little importance is attached to the store or stationery articles. The underlying idea behind this differentiation is the awareness of the sense of property which is a gift of the capitalist economy.

This idea of property also crept in the realm of books in the early times when it was an uphill task to produce books due to the absence of printing press and the duplication of a particular book was a life-long job. It was but natural that the books were considered valuable as property and these were preserved like treasure-troves. We hear of 'chained libraries' in the middle ages which imply that the books were actually fastened to the book shelves with iron chains like dangerous prisoners who were not allowed to go out of their cells. Such was the condition of books in these libraries. This attitude was but natural. Moreover, only a few rich people were lucky to possess good libraries and they jealously guarded their books and tried to keep them away from the common people so that they might not gain knowledge which was nothing short of power. In such circumstances, there was no need of stock-taking because there was no chance of the books going out of the shelves. Heavy guards were provided to safeguard these books. Even books were not issued to emperors if they did not deposit the necessary cash security. Gradually, with the invention of the printing press, the number of books began to be multiplied and more and more books were read and barriers of caste, creed, sex, age and class started vanishing away with the advent of democracy and Renaissance but the sense of property still swayed high. To preserve this treasure-trove, closed access was in vogue and every care was taken to ensure that no book was lost. This idea was, in fact, responsible for providing locked almirahs in the libraries and the purpose of a library was considered to be the preservation of the books just like the embalmed mummies kept in Egyptian museums and the chances of loss were very few and there was no need of undertaking the annual stock-taking of the books in a library.

But this concept was after all thrown away by the much-envied slogan 'Books are for use and not for preservation', against stringent opposition of so-called rich and privileged people. With this change, in fact, whole of the philosophy of Library Science was revolutionized and the libraries were thrown open to the common people and books began to change hands quickly. If an article is handled by many people, it is but natural that the article might be damaged in some form or the other. It was found after this experience that it was necessary to prepare an inventory of the books after a particular convenient period as the system was prevalent in case of provision stores and other business houses to prepare annually inventories of their goods, may be, to know the possible losses,

damages etc. Moreover, this can demonstrate as to the popularity or otherwise of a particular article. When on stock-taking which is done quarterly or annually, it is found that all the copies of particular books are issued out, it is a pointer to the Librarian to procure more copies of such books.

13 2 Loss of Books

As mentioned above, the books were allowed to be handled freely and it was natural that some percentage of the loaned books were bound to be lost.

13 2 1 Loss of Books

1. This is due to the fact that human beings are of the following three kinds :—
 - (i) Those who will never steal even if they come across a valuable article and have got ample facility or opportunity to steal.
 - (ii) Those who must steal, irrespective of the fact, that many hurdles are placed in their way and many other precaution are taken against them, Padamsbri B.S. Kesavan, once addressing an annual conference organized under the auspices of the Punjab State Library Association at Chandigarh, disclosed that a reader was caught red-handed while stealing a volume of the Encyclopedia of Britannica. This fact shows that such a person was an incorrigible thief.
 - (iii) Those who are not regular thieves, but if proper vigilance is not taken, these persons are tempted to steal. This type of readers may steal due to the fact that very strict and discouraging rules are prescribed for the use of books and other kindred material. In other words, when they are not allowed to make use of certain essential reading material, they perforce resort to stealing.
2. The second reason which may encourage certain persons to steal, is the poor vigilance arrangements made in the library. Such persons are in a majority and are on the border lines. It is the first and foremost duty of a Librarian to ensure that all these persons are made good

citizens and are dissuaded from stealing, by providing constructive programmes.

13 2 1 1 Responsibility for the loss of books.

As regard loss, though in Indian Libraries the Librarians are made responsible for the loss and they are asked to pay for it but the latest trends suggest the proper remedy. The Punjab University in 1961 on a representation from the Punjab College Librarians' Association, Jullundur, recommended to its affiliated colleges to consider a loss of 3 books per thousand of stock as normal loss which may be written off.⁴⁷² The Advisory Committee for Libraries, appointed by the Government of India in its report⁴⁷³ published in 1959 stated,

"In many places, he (Librarian) is even held responsible for paying the cost of books lost during the time he was in charge of the library. We have no hesitation in saying that such practices are iniquitous and unheard of in the library practice of any advanced country in the world. In the first place, the safety of library books depends on the moral tone of its users and no Librarian, unless he is to restrict severely the use of books, can prevent the depredations of unsocial elements. Secondly, since no Librarian is adequately paid, the effect of asking him to pay for the loss of books would be that he will place all books in his charge under lock and key and thus nullify the fundamentals of a good public library. We, therefore, strongly recommend that the practice mentioned here should be put an end to, and no State Government should require a librarian to furnish security or to pay for the loss of books, unless gross negligence or dishonesty is proved against him."

The same provision is found in the Model Public Libraries Bill⁴⁷⁴ circulated recently by the Ministry of Education, Government of India, for eliciting the opinion of State Governments and Library Associations in the country. The Model Public Libraries Bill, prepared by the Working Group on Libraries⁴⁷⁵ also contained a similar provision.⁴⁷⁶

In foreign countries, the lost books are written off and no Librarian is held responsible for such losses.

13 3 Necessity of stock taking

If some books are lost, it is essential to replace them so that no gap is created in the usual library services. This would be possible only if periodical physical check-up of the library stock is made. But, on the other hand, it is suggested that those books which are important and popular and which must be replaced, can easily be found out since these books will be demanded constantly and if not found on the shelves and in the charged tray, can be deemed to be lost and can be replaced and so no special purpose may be served by regular stock-taking. Though, theoretically it may not be very essential to resort to regular stock-taking in view of the above-mentioned suggestion, yet, in practice, it is both essential and desirable to have some kind of checking so that inherent defects in the administrative policies may be detected and possible remedies may be devised to eradicate these maladies.

The desirability or otherwise of stock-taking also depends upon the size of the book stock of a library. In big libraries, it becomes difficult, if not physically impossible, to do thorough checking at regular intervals and it also dislocates the regular rhythm of the library routine since some staff members working in essential services sections of the library are engaged in stock verification. There are libraries which close the library during stock-taking period or curtail some services. This practice runs counter to the basic principles of library service.

13 3 1 Advantages of Stock-Taking

The advantages of stock-verification are given briefly as under :—

1. Stock-verification as explained above reveals the lost books.
2. Stock verification enables the Librarian to replace the essential lost books.
3. Stock-verification helps in the stock-rectification because the misplaced books are restored to their proper places.
4. It helps the library authorities in ascertaining the loss entailed by a certain service provided in a specific manner. If the loss of books in open access system

is not more than that in the closed access, it would be a proper guide for the library authorities to introduce open access for encouraging better use of the reading material. If it is just the reverse, thorough investigations can be made.

5. It further provides adequate statistics which enable the library authorities to realize the inevitability of loss of some percentage of books when these are put to use. If the books change hands quickly, there is a likelihood of bigger loss.
6. It also enables the library authorities to ascertain as to whether the library staff is dishonest, negligent and careless or otherwise and it further enables the authorities to provide necessary remedies to check future losses which may be serious in some cases.
7. It further enables the library authorities to judge the popularity or otherwise of a particular subject because generally books which are used more, are stolen very often.
8. It enables the periodical shuffling and dusting of the books and ensures that no dust and insects accumulate, which would otherwise be injurious to the books.
9. It provides an opportunity to survey the bookstock and worn out and torn books and books of older editions which are no longer in use can be withdrawn from the main sequence.
10. It further provides an opportunity to the staff members to acquaint themselves with the stock of the library so that they can provide better reference service.

13 3 2 Disadvantages of stock taking

1. It hinders the regular working of a library since the library, if not closed fully, will have to curtail the normal services which is not proper.
2. It entails criminal wastage of money, materials and staff man-hours without any tangible results, because as stated above, some books must be lost.
3. The cost of stock verification is not commensurate with the cost of books misplaced and the books once lost

are lost for ever and the stock-taking will be an extra expenditure.

4. It does not serve any purpose. If a book is reported lost but which was never demanded, it means that this book was not required by the readers.
5. Though it is claimed above that a survey is possible by a stock-taking, yet the truth is that such a survey will be nothing short of mockery and farce.
6. When physical checking is essential, the issued books are called back which breaks the rhythm of service.

The American, British and other European libraries are abandoning the practice of regular complete stock-taking and are devising simple methods so as to fulfil the basic purposes of stock verification.

13 4 Stock-Taking Methods

The prevalent methods of Stock-Taking are given below :—

1. Stock-Taking by Accession Register.
2. Stock-Taking by using a separate register with Accession Numbers.
3. Stock-Taking by preparing separate sheets which contain Accession Numbers in a consecutive order.
4. Numerical Counting.
5. Stock-Taking by the Shelf List having special columns on the cards for stock-taking record.
6. Stock-Taking by Shelf List without any specific columns on the card.
7. Combining of stock rectification and stock-taking processes.
8. Computer Machines and Sample Stock verification.

13 4 1 By Accession Register

This method is very simple. The Accession Register is taken to the shelves and one person calls the particulars of the books from the shelf alongwith the Accession Number and the other persons ticks the concerned Accession Number in the Accession

Register. When all the books are checked, a list of untraceable items is prepared and efforts are made to trace out the missing books.

This system, though looks very simple, is very cumbersome and time-consuming and it spoils the Accession Register. It is cumbersome because each time the particulars of a book are called by the person on the shelf, the other person with the register has to find out the exact Accession Number by lifting many pages at a time. As such, there is a danger of mistakes. It is time-consuming because it takes a lot of time in finding out the exact Accession Number from the Accession Register since the books on the shelves are not arranged according to the Accession Register but are arranged according to the Call Numbers which represent the subjects of the books. It spoils the Accession Register because when some mark either by pencil or pen is made, it leaves behind some impression even though these marks are erased. Thus the whole of the Accession Register is spoiled and a day comes when the Accession Register becomes unintelligible. A specimen of this system is given below :—

Acc. No.	Author	Title	Publisher	Source of Supply.	Ed.	Price Rs.	Call No.	Remarks
5726	Eric A. Clough	Book-binding for Librarians.	A.A.L. London	Atma Ram & Sons. Delhi.	1st	25/-	025.7 C647B	
5727	H.M. Lbden. Berg & John Archer.	Care & repair of books.	R.R. Bowker N.Y.	-do-	3rd	13/-	0.257 L283C	
5728	Douglas Cockrell.	Book-binding and the care of books.	Isaac Pitman, London.	Minerva Book Shop, Bombay.	1948	11.25	025.7 C666B	

This means that the traced out book has been tick marked by a soft lead pencil.

13 4 2 By the use of a Separate Register

If the Accession Register is used for stock-taking, it is likely that it may be disfigured and even the life of the Register may be shortened because by constant handling, the paper will give way and an essential record may be lost. To prepare duplicate Accession Register, especially when the number of accessioned books runs into thousands and lakhs, is a stupenduous task. An alternative method is suggested by which a separate stock-taking register is prepared with the following columns :—

Acc No.	1969	1970	1971	1972	1973	1974	Remarks
5726							
5727							
5728							
5729							
5730							

In this method, the Stock Taking Register is taken to the shelves. One person speaks out the Accession Number from the book and the other one ticks the relevant year column from the register against the spoken Accession Number. At the end of stock-taking, a list is prepared on separate sheets, tracing of the untraceable books is done and the items found afterwards either from the Issue Counter or Binding Section or from the shelves are crossed from this list. The remaining items are noted down on a separate paper for getting them written off. All the relevant information about the books is given on this sheet and the price these books is totalled so as to find out the actual loss. The crossed items are tick-marked in the Stock-Taking Register. In this way, stock-taking is completed. This method, no doubt, is better than the previous one since it saves the Accession Register from wear and tear. The danger of speaking out wrong Accession Number or crossing out wrong number always remains there. This method also is very slow and it takes much time in stock verification. This method is not suitable for big libraries because of the time factor involved.

Moreover, the Stock-Taking Register will be used for a limited number of years and again a new register will have to be prepared afresh every time the year columns are ticked. This is an unnecessary wastage of money, time and energy.

13 4 3 By Separate Sheets Containing Accession Numbers

In order to obviate the necessity of getting printed the new Stock-Taking Registers after some years or of preparing fresh Accession Registers, a new and simple method can be used for stock-verification by preparing separate sheets which have Accession Numbers upto the last item acquired in the library in a consecutive order as under :—

Specimen Stock-taking Sheets for 1968-69 Year

1.	xx.	21.	31.
2.	12.	22.	32.
3.	13.	23.	33.
4.	14.	~~24.~~	34.
5.	15.	25.	35.
6.	16.	26.	36.
7.	17.	27.	37.
8.	18.	28.	38.
9.	19.	~~29.~~	39.
10.	20.	30.	40.

This means that the books with Accession Numbers 11, 24 and 29 have been traced out. Similarly, all the traced items are to be crossed out and the remaining items are checked with the Charged Tray, Binding Tray and other sequences in the library such as Withdrawals Register etc. and the items found in these sequences are crossed on these sheets. The rest of the Accession Numbers are transferred on to separate sheets and detailed bibliographical information is provided against these Accession Numbers. These sheets are either got typed or the numbering is done by a numbering machine. In this method, the sheets can be multiplied and many persons at one time can do the stock-taking work. Thus, the whole of the work can be finished within a short time.

13 4 4 By Numerical Counting

Another simple method of stock-taking found in foreign libraries is the mere counting of books on the shelves, charged trays

and other sequences and the total thus arrived at is deducted from the total number of books accessioned according to the Accession Register. The balance indicates the number of books not traceable. This method gives a rough idea of the amount of loss and is adopted by those libraries which do not give undue importance to physical checking of each and every item in the library. This system does not serve the basic purposes for which stock-taking practice has been started.

13 4 5 By Shelf Register or Shelf List with Special Columns

All the above-mentioned methods are being abandoned due to the inherent defects in them. These methods do not help in stock-rectification since their approach is through Accession Numbers whereas the books are generally arranged subjectwise and so it cannot be found out easily as to whether a particular book was shelved at its proper place.

This method of stock-verification presupposes the maintenance of an up-to-date and accurate shelf list on cards. If it is in register form, it will not be handy and the problems of Accession Register methods will recur to some extent. The card form is flexible and ensures speedy stock-verification. In this system, proper arrangement of self list cards is essential otherwise lot of time will be wasted in tracing out the exact titles. These cards, besides having the necessary information which is given for a main entry of a book, must contain some columns for recording stock-taking entries.

The specimen is given as under :—

025.7 C666B	Cockerell, Douglas			
	Book-binding and the care of books ; with drawings by Noel Rooke. 4th ed. London, Isaac Pitman, 1948.			
	332 p. 17 cm. x 22 cm. illus. (The Artistic crafts series of technical handbooks, edited by W. R. Lethaby).			
56789	1969	1970	1971	1972
	1973	1974	1975	1976

The particular drawers are taken to the shelves and the person on the shelves speaks out the call number of each book and the person with the shelf list checks the call number and after tick marking the relevant year column goes on pushing forward the cards which have been checked. The cards bearing those call numbers which are not spoken out by the person on the shelves are made to stand on their shorter edges and each day a list of standing cards is prepared after these cards are checked from other sequences such as those of the issue counter, binding, withdrawals etc. These cards represent those books which are not traceable. This list of books is got written-off and proper remarks are given in the Withdrawals Register. These shelf list cards are filed in a separate sequence called Withdrawals Sequence.

This type of stock-taking is efficient and speedy but because one column is to be tick-marked on the shelf list cards, it takes some time. Moreover, the limited number of columns can be drawn on the face of the cards, so these cards become useless after some years and necessity arises for preparing fresh cards. If descriptive cataloguing is in vogue, it is difficult to provide such columns on the shelf list cards.

13 4 6 By Shelf List Cards

This system is almost identical to the previous one except that no specific columns are provided for tick-marking. Simply, the cards are pushed forward as soon as the call numbers of their respective books are spoken out by the person on the shelves. The cards of those books which are not found on the shelves are made to stand on their shorter edges or those are marked with soft lead pencil. These cards are listed in the evening after these are checked with the charged trays, binding and withdrawals sequences. The standing cards are put in their normal position. The specimen of shelf list card is given below :—

0257.7 C666B	Cockerell, Douglas
56789	Book binding and the care of book ; with drawings by Noel Roake. 4th ed. London, Isaac Pitman, 1948. 332 p. 17 cm. x 22 cm. illus. (The Artistic crafts series of technical handbooks, edited by W. R. Lathaby).

The final list is again checked with the shelves and those books which are found there are crossed from the list.

This system ensures speedy stock-taking and many persons can be employed to do this job at one time. Moreover, since the books and cards are in one and the same sequence, checking is easier. It helps in the stock rectification also.

13 4 7 Stock Rectification and Stock Verification

The above mentioned methods dislocate normal circulation work. "It is my experience that doing the entire checking at high pressure in a few weeks results in much dislocation in the work of the library. The dislocation will increase with the size of the library. The modern spirit of library service has led the library profession to give up the old practice of closing the library for checking purposes."⁴⁷⁶

Dr. S R. Ranganathan has suggested a new system⁴⁷⁷⁻⁴⁷⁸ for stock-taking purposes. He says that stock rectification⁴⁷⁹ and stock verification processes should be combined. In an open access library, though the readers are directed not to shelve the books by themselves, yet it is found that books are very often misplaced. A misplaced book is at least temporarily lost. Moreover, selfish and criminal minded readers do resort to such practices. They hide books on a particular subject of their interest in such sequences where nobody can ordinarily reach. For example, a student of 'Economics' may hide a book of Economics in 'Useful Arts' Section. A student of 'Economics' is unlikely to look up the section of 'Useful Arts' for his book on 'Economics' and so, for him, the book in question is lost though temporarily. Second and Third Laws of Library Science are, thus, violated. The importance regular stock rectification cannot be over-emphasized. Stock verification itself becomes easier and speedier if the books are placed at their proper places as indicated by the arrangement of the shelf list cards.

Dr. Ranganathan has further suggested that this work should be done through a phased programme. The work of the Circulation and the Maintenance Sections should be so combined that proper stock-rectification and stock verification goes on smoothly. In this way, lot of time is saved. Moreover, if this method is followed, the library need not be closed to the readers.

For successful implementation of this method, the classification scheme in use should be such which provides individualized

class/call numbers so that each book is identified by reading the class/call numbers only.

13 4 7 1 Procedure

The whole length of stacks is divided into convenient parts and each part is allocated to a party of two persons. It is estimated that about 25,000 books can be rectified and verified within one month's time.

One person goes to the Counter and asks the Counter Assistant to read out the Call Numbers of the books of particular region selected for checking for the day out of the Charged Tray. The cards of books not found out of this sequence are made to stand.

In the meantime, another staff member is asked to rectify the shelf pertaining to books to be checked for the day. The person who had gone to the Counter for checking comes to the shelves and asks the other person to read out the Call Numbers from the spine labels of the books. He himself goes on pushing towards himself the cards of the books the Call Numbers of which are called out by the person on the shelf. At the end of the day's appointed quota, the cards of books of which the Call Numbers are not called out by the person on the shelf are taken out and are placed in the Investigation Box. The cards which were made to stand on their short edges are turned to their normal position.

The cards in the Investigation Box are then checked with the Bespoken or Reserved Books sequence, Binding Sequence and the books which are waiting to be shelved. The cards of the books which are thus found out are replaced in the Shelf List Cards Tray as usual. The remaining items are reported to the Librarian.

13 4 8 Computer Machines and Sample Stock Verification

In the West, computer machines are put into use for doing the stock-taking work. Stock-verification is being abandoned there. For example, Enoch Pratt Library, Baltimore, did the stock-taking after 15 years. But some kind of stock-taking is desirable so that the deficiencies in administrative devices may be found out and may be remedied by adopting effective means.

13 4 9 1 Sample Stock Verification

Another alternative method is the sample stock-verification. It

means that only few sections which are mostly in use are checked thoroughly and an estimate of loss is made on that basis. But most of the librarians of the West are in favour of continuous stock-taking *cum* stock-verification method similar to that suggested by Dr. Ranganathan.

13 4 9 2 Conclusion

The latest trend in modern librarianship is that annual stock-taking practice is a sheer wastage. It hinders the regular normal work. It is pointed out that the purpose of stock-taking is to satisfy those persons only who pay for their maintenance. The method of numerical counting provides some satisfaction to those who pay taxes and rates for the establishment and maintenance of libraries. The Westerners do not put a premium on the hoarding of books because they do not harbour any idea, right or wrong, about the nature of the books. They consider books not only as ordinary reading material but they also do not consider them *Property* because these can be and should be replaced after some time *i.e.* when the books are worn out or are no longer in demand due to their becoming out of date. Moreover, important books, if lost, can be found out easily because many readers will demand such books. When these books are neither issued nor are otherwise traceable can safely be considered to have been lost. These books may be replaced. The annual stock-taking practice is out of tune now-a-days. Librarians, due to the uselessness of stock-taking, are day by day abandoning it.

PART V

**READERS'
SERVICES**

14 0 Readers' Services

"The study of readers' services is concerned usually with the calibre of the reference service, the nature and effectiveness of the circulation system and interlibrary loans, and the character and problems of the departmental and branch libraries and special collections."⁴⁸⁰ It also includes the Periodicals and Reading Room services, service to children and extension service. "In its most comprehensive aspects and on a theoretical basis a coordinated readers' department would include all units which serve the reader or circulate materials. Such a department would include an assistant librarian as head with supervisory officers incharge of circulation, reference, special collections, and branch and departmental libraries. The circulation unit would include the loan desk, reserve book room, recreational reading room, stack control, information desk, rental library, dormitory libraries, and fraternity libraries. The reference unit includes the reference desk, interlibrary loan service, exhibits and periodicals. The special-collections unit would include documents, newspapers, pamphlet files, rare books, archiv's and manuscripts. The branch or departmental libraries unit would include the botany, chemistry, education, law, medical, and other libraries of this type."⁴⁸¹

A divisionalisation of services into technical and readers' services is conducive to efficiency. It provides unified, integrated

and homogeneous type of organisation for administering distinct jobs on economical lines. One job is performed mainly behind the screen while the other is concerned directly with the readers and patrons. "In library systems in which there is considerable departmentation (that is, a series of special departments and departmental libraries), it should be apparent that unless some centralized supervision is provided the resulting service will lack unity."⁴⁸²

The importance of readers' services in a library needs no emphasis because it is the readers for whom a library is established and it is these services for which readers visit the library. "The principal object of the administrative officers and the staff of the acquisition and preparations departments of the university library is to enable the service personnel to meet the instructional and research needs of students and faculty members."⁴⁸³ As such, organisation and administration of these services must be planned on sound lines.

141 Reference Service.

1411 Its importance

Reference Section is the hub of all activities of a library. Reference service is 'A sympathetic and informed personal aid in interpreting library collection for study and research.'⁴⁸⁴ "The pleasure of understanding human nature and handling difficult cases should not, however, be regarded as the beginning and end of librarianship. They are only means to an end. What is a library? A library is a collection of books kept for use. Librarianship, then, is a connecting a user and a book. Hence the very life of a library is the *personal service* given to the people."⁴⁸⁵

The old concept of reference service was passive in nature. "The theory of what passed for reference work a half-century ago was: Provide the books and keep out of the way of readers as much as possible." "Make the books easily available in reading rooms so that the time of the librarian and assistants may be economised for other labour."⁴⁸⁶ This archaic and static attitude has given way to a modern and dynamic concept. The present concept of reference service implies "the provision of human beings as convasing agents for books. Their business should be to interpret the books to the readers."⁴⁸⁷

William Warner Bishop defines reference work as "the service rendered by a librarian *in aid* of some sort of study. It is not the

study itself—that is done by the reader...The help given to a reader engaged in research of any sort is what we mean by reference work."⁴⁸⁸ "Reference is to library service what intelligence is to the military."⁴⁸⁹ "Reference Services in research libraries exist for, and are conditioned by, the needs and purposes of research...Research is a critical and exhaustive inquiry directed towards the extension or modification of knowledge...Reference work, like research, is an intangible, a process which is susceptible to, and has been the subject of a variety of definitions."⁴⁹⁰

'Reference work is not only, as the phrase suggests, the use of books on the premises, as against borrowing them for home reading, but an individual and a personal service to each reader, to enable him to obtain the information he requires with the greatest care, and the least possible delay.'⁴⁹¹

Samuel Rothstien while synthesising all these definitions gives the following distinguishing criteria of reference service :—

1. The provision by librarians of personal assistance to individual readers in pursuit of information.
2. The recognition by the library that such assistance is an indispensable means of a definite responsibility to provide it.
3. The existence of a specific administrative unit to furnish such assistance, comprised of personnel specially equipped in the techniques of reference work.'⁴⁹²

According to Pierce Butler, "It is that process by which civilized man is able to obtain specific information at will by the use of books which have been organized into a library. This definition is logically sound—it names species, genus and differentia. Reference work is one of the several processes by which man can obtain the particular information that he desires. It differs from all the other processes by its use of the library in a distinctive fashion."⁴⁹³

"In a broad sense, anything that a library does is directed towards readers' service, for service to readers runs the entire gamut of library activities, from selection of materials, to processing, to making materials accessible both to groups and to individuals. It is involved in library organisation, administration and supervision."⁴⁹⁴

According to Dr. Ranganathan, "Reference Service is the prepotent achievement of modern humanism in library science..."⁴⁹⁶ He, while discussing the efforts made to reconcile two different interests *i.e.*, social and human interests, remarks that "During the last two thousand years, there has been a continuous effort to reconcile social and human interests. The primitive method of reconciliation was to postulate an authoritative division of humanity into two groups : the chosen people and the pharisees ; then it was citizens and slaves ; later it took various forms like capital and labour, West and East, and the White and the Coloured. It was deemed legitimate to trample on the interests of the individuals of the second group, if it was necessary to secure the interests of the individuals of the first group. Whenever this happened, it was social interests that were had in view and not human interests....As soon as the insistence of modern humanism on the progress of the individual from helpless infancy to self-governing maturity' was felt and deemed to have priority over the demands of social interests and ideals, the means of securing that progress had to be thought of....Modern humanism is thus transforming Library Science at all levels. What is obvious to everybody is the presence in the library of someone who appears to have been waiting just for him, takes him round, talks 'his language' and is his friend from that moment. This is beyond doubt the prepotent effect. But it is also making the library profession re-evaluate all its techniques and routine—in fact its entire attitude and outlook. The result of the impact of Library Science with modern humanism is all-pervasive ; it has only just started ; many unexpected and far-reaching consequences may emerge in the near future. But all these flow really from the recognition of the value and the needs of reference service".⁴⁹⁶

14 2 Administration of Reference Work

The purpose of reference work is to bring together the reading materials and the readers in such a manner that the latter lay their hands upon the requisite reading material in an effective manner. The preliminary step for achieving this objective is the understanding on the part of the reference staff the functions and objectives of the library and its parent body and other libraries which may be found in its neighbourhood. Another way of achieving this is the co-operative acquisition and use of important, costly and rare and out-of-print reference material.

Three conditions considered essential for providing effective reference service include :—

- (i) availability of materials.
- (ii) accessibility of source.
- (iii) regional co-operation.

14 2 1 Organisation

The Reference Section in large libraries can be organized in the following ways :—

- (i) Division by form.
- (ii) Staff specialization.
- (iii) Division by subject.

14 2 1 1 Division by form

Many of the departments in the older departmentalized libraries are more akin to function or form than to true subject divisions, for example, rare books rooms, manuscript rooms, departments for material in non-Latin alphabets, and the like.⁴⁹⁷

'From the standpoint of reference service, it is hard to justify the separation of periodicals and government publications from the other material on a subject. If a periodical division includes bound and unbound periodicals and the various periodical indexes, it seems fairly apparent that reference work in general reference and special subject departments, if such exist, would be severely crippled unless there was much duplication of material, an expense hardly justified. The withdrawal of government publications from other material on the subject is equally detrimental in reference work.'⁴⁹⁸ But it is generally found that a reference department generally is a combination of form and subject divisions.

14 2 1 2 Staff Specialization

The second method of organising reference work in a library is to provide subject specialists. In this way, the interests of general readers and specialists can be fulfilled properly..... a librarian could become a literature specialist through the systematic study of the literature of a field just as well as through experience in dealing with a limited collection. Thus

part of the advantage of specialisation could be obtained without decentralising the library's materials through the establishment of separate collections devoted to particular subjects.⁵⁰⁰ Needless to say, no matter how few or how many reference departments exist within a library, they are never mutually exclusive. No library, however large, can be self-sufficient and certainly no department within a library can be so. It is detrimental to good service, and one of the dangers of departmentalization, if departments try to become self-sustained, is little libraries within a library. There will always be overlapping, and there must always be co-operation. The great administrative problem in large subject-departmentalized libraries is to maintain the advantages of subject-departmentalization without succumbing to its disadvantages, most of which, aside from additional cost, may be summed up in the danger of a lack of integrity and unity.⁵⁰⁰

In this system, according to Dr. James I. Wyer, 'The essential articulation which shall make certain that a student approaching any department will get into touch with the resources of all departments is difficult to achieve and maintain.'⁵⁰¹

14 2 1 3 Division by Subject

In this third method, books on certain specialized subjects are kept in separate departments, or all the subjects are sub-divided into physical and biological sciences, social sciences and humanities including languages. 'Needless to say, there are many factors which determine the extent to which the larger public libraries go in the direction of departmentalization and many possibilities for modifications to suit local conditions. From the reference work standpoint, subjects such as technology, art, and music, which require a highly specialized knowledge of the subject literature and terminology, might well be the first to be thus set apart, and those in which reference work demands 'search technique' and a wide knowledge of the resources of the entire library rather than a specialised literature knowledge might well be the last to be so treated. Biography is a notable example of the latter, its material being scattered through much of the books collection in a library.'⁵⁰²

14 2 2 Personnel

The reference work being very important, the reference section

staff should be well-versed and fully qualified for the job. The staff should be fully conversant with the holdings of the library and their location. The staff should be in the know of the various tools by which requisite information can be provided efficiently and without loss of time. The reference staff should have the aptitude for research and it should have sympathetic attitude towards the readers and should try to understand their problems properly. Social mindedness, love of books and readers are some of the essential qualities which must be possessed by the reference staff. The reference staff should have wider general education, besides intensive training in library science. 'The possession of right books and the knowledge of how to use them are two things essential to the success of a reference department and the latter is no less important than the former. The ignorant assistant can render comparatively useless the finest collection of reference books, while the skilled assistant, who knows how to get from each book all the varied kinds of information that it is planned to give, can show astonishing results even when limited to only a few basic books.'⁵⁰³

'An administrative problem of prime importance in reference work is the building-up of an efficient and effective staff, since the core of the service is personal aid to readers.....Personally, I feel that these qualities are not incompatible and that it is possible and desirable to choose as reference librarians persons with sufficient ability in both lines, though, of course, in most persons one or the other will probably be the dominant interest.'⁵⁰⁴ "In the hands of a competent Reference Librarian, a library is like a Kaleidoscope. His skill consists in turning its facets in such a way that they can all be seen and that each facet may attract those for whom it has interest."⁵⁰⁵

14 2 2 1 Staff administration

The administrative problem for the reference librarian consists of the functions concerning the guidance and supervision of the staff working under him. To build the book knowledge and research skill is a very difficult task and it is especially so in case of new entrants to the reference department. Moreover, it requires lot of time to attain familiarity with the holdings of the library, and especially those of the reference department.

Mutual consultations and meetings of the reference staff would prove very useful since besides pooling knowledge these will enrich individual capability to render better reference service. Preparation

of annual reports and maintenance of reference department's manual need not be over-emphasized. 'Although the preparation of detailed annual reports requires much time, nevertheless they offer to the reference librarian the opportunity for resurveying the work of the past year, noting shortcomings, and intelligently planning for the current year's activities. As to a reference department staff manual, I can speak from experience in saying that it is a great aid to efficient management, especially in these days of frequent staff changes.'⁵⁰⁸

'However varied the work of a department may be, the reference book is the basis of its work',⁵⁰⁷ But 'It is not sufficient that titles of reference books should be known to the student but systematic study should be followed by a constant reference to the books by means of set questions which must be looked up thoroughly.'⁵⁰⁸

In case overemphasis is placed upon the reference books, it will certainly have an effect on the reference staff. 'The experienced reference librarian tells us that the type of mind which a person possesses makes all the difference between success and failure in practical reference work. There must be the flair for reference work—or aptitude, as we call it—a 'ferreting-out of information' quality, a 'second sight' which discovers the unknown source, and an imagination that is almost overdeveloped.'⁵⁰⁹

But a reference staff member in order to fulfil his duties well should not only familiarize himself with the reference books but he must get training in answering the reference questions by referring to the reference books. He should have retentive memory.⁵¹⁰

14 2 3 Internal Organisation of Reference Departments

'Arrangement of any room or portion of a room in which reference service is carried on should depend upon three factors at least—maximum efficiency of the service, maximum comfort for the inquirers and readers, and supervision of the inquirers and readers.'⁵¹¹

Due to the popularity of libraries, these have become community centres. People visit libraries for obtaining information, recreation and inspiration. It entails lot of noise in the reading rooms and reference rooms. The telephone which has become an

essential feature of to-day's reference rooms becomes almost a nuisance for the readers since they are liable to be disturbed by its frequent calls. Besides telephonic enquiries, people in person come in large numbers to the reference desk for assistance in finding out the requisite reading materials. This, besides creating unnecessary noise and whispering, distracts the attention of the readers. The best solution to solve this problem lies in providing two separate rooms—one for those readers who want to study and another for those persons who want to take assistance from the reference librarian and his assistants. If it may not be possible due to paucity of space, the reference desk should be placed just at the entrance of the reference room so that the noise is confined there and that it does not disturb the readers who would be sitting in other portions of the library.

The equipment of a reference room should include, a telephone, ready reference tools, small racks, dictionary stands and enough work space with separate tables for all the staff members.

14 2 4 Statistics of Reference Work

Another administrative problem which has not so far been solved satisfactorily is the provision of some medium for measuring the quantity and quality of reference work done during a particular period. 'Certainly, however, administrators are continually faced with the necessity of justifying this service to library boards, to college administrators, to city officials, and to others, and it is a great handicap not to be able to reduce it to figures which all can understand.'⁵¹²

14 2 5 Records

'Some kind of records must be kept and the important considerations in preparing such records include the inquirers and his enquiries, the reference worker and his capability to answer reference questions and the reference book stock.

'Needless to say, such records, if available, lend themselves to many kinds of analysis and study. I do not believe that such records should be used to compare departments with departments. Some subject departments, by their very nature, have fewer but much more time consuming questions than others and a comparison based on

such statistics could not help but be unfair. The great value of these records lies in their use within departments.⁵¹³

14 2 6 Reference Tools

For providing quick and standard reference service, a proper reference section should be set up. Besides providing proper and adequate staff, the section should have adequate number of all kinds of reference books.

14 2 7 Reference Service Procedures

Reference service is, perhaps, the most important job which is performed by a librarian. This job, in fact, is instrumental in exploiting the resources of a library. Reference service can be performed if the reference service consists of the following three stages :—

1. Preparation.
2. Service.
3. Assimilation.

14 2 7 1 Preparation

The preparation for the provision of proper reference service means that the reference staff must equip itself with all the requisite material and knowledge which are essential for the purposes. The Reference Section must be equipped with all important reference books as already mentioned above. The reference staff should be fully acquainted with the reference materials available in the library and it should know the method of culling out information from these sources without loss of time. The reference staff should understand the reference enquiries so that the proper answers can be provided. The Reference Section should be fully equipped with pamphlets' files cabinets. The library catalogue should be at hand. It is better if telephone is provided at the reference desk.

14 2 7 2 Service

The reference service is of the following four kinds according to Dr. S.R. Ranganathan.⁵¹⁴

1. Initiation of the freshman.

2. General help to the general reader.
3. Short-Range Reference Service.
4. Long-Range Reference Service.

14 2 7 2 1 Initiation of the Freshmen

When a new reader becomes a member of the library he is initiated into the technicalities of the library and large stock of the library. If he is left totally unnoticed, there is a danger that he may feel bewildered and may not be able to use the library resources. It is essential to create confidence in him so that he uses the library without any doubt or fear. He should be properly guided as to the location of various kinds of books. He should be told the method of finding out the requisite reading material. Readers of this kind should be fully guided as to how to become a member of the library and to use its resources.

14 2 7 2 2 General Help to the General Reader

Readers of this kind are not new to the library but they still want some kind of help so that they may be able to get their requisite reading materials. They must be told as to how to use the catalogue and various sequences of the library. It means that such readers do not ask any particular question but they would like to know the methods of using the library resources in a better way.

14 2 7 2 3 Short-Range Reference Service

Short-Range Reference Service consists of providing ready-made answers to particular questions. Time is the essence of this kind of service. In replying such enquiries, very little time is taken and the sources from which information is collected contain these kinds of information in such a manner that it can be culled out very easily. The information is arranged in a tabulated form and it is generally classified or is arranged alphabetically. In other words, no special effort is to be made to find out the requisite information. It is found out from ready reference books such as encyclopedias, dictionaries, yearbooks, who's whos, directories and handbooks etc.

14 2 7 2 4 Long-Range Reference Service

This kind of reference service is just the reverse of short-range

reference service. To cull out information, lot of time has to be devoted and the sources from which information is got out are not ready reference books but lengthy reports and treatises which need prolonged search for finding out adequate and proper information.

14 2 7 2 7 Types of Readers

A reference question is a request from a patron of a library for information of a definite nature, which he expects to be found in printed materials and their like ; or for a certain work or works, not readily located in the library."⁵¹⁵ Reference materials and staff, the readers and their reference questions are involved in reference service.

14 2 7 2 7 1 Readers

There are many kinds of readers who seek the help of the Reference Assistant. Dr. Ranganathan lists the following kinds of readers⁵¹⁶ :—

1. *Meak readers* who feel shy to ask the question.
2. *Readers with Inferiority Complex.* Readers who have got inferiority complex are always afraid of being misunderstood. They do not ask questions so that their weakness may not be mocked at. They prefer to remain silent.
3. *Readers with Superiority complex.* Such readers being too much confident of themselves and their knowledge do not think it proper, out of their vanity, to ask any help from the Reference Assistant.
4. *Difficult Readers.* Such readers confuse their questions and cannot express themselves in a clear-cut manner. They must be helped to explain their questions.
5. *Normal Readers.* Majority of the readers fall in this category. These readers should be saved from being the victims of any of the complexes referred to above.

14 2 7 2 7 2 Reference Questions

14 2 7 2 7 2 1 Classification of Reference Questions

The classification of Reference Questions may be made in the following manner :—

1. *By Subject.* This type of classification of reference questions was first made in 1927 by Martha Conner⁵¹⁷ in the Pittsburgh Public Library. This survey brought to the fore that great emphasis was laid in two subject fields *i.e.* Social Sciences and Science and Technology. The surveys undertaken by Dorothy E. Cole⁵¹⁸ and Florence Van Hoesen⁵¹⁹ confirmed these findings.

2. *By Type.* Several attempts have been made to classify reference questions by type. Iva I. Swift⁵²⁰ gives four types of Reference Questions *i.e.*

- (a) Directory Questions, concerned with the location of places or materials in the library or in the city.
- (b) Simple fact or material finding questions involving the use of the World Almanac or the Readers' Guide.
- (c) Personal choice of best materials, *i.e.* the 'best' book for a particular purpose, and
- (d) Subject-specialized questions, requiring knowledge of the literature and of special reference tools.

These findings were confirmed by the studies undertaken by Helan Darsie and A.L.A. Committee on the Measurement of Reference Service.

3. *By Purpose and Inquirer.* Miss Van Hoesen's⁵²¹ dissertation shows that there are five classes of purposes :—

- 1. School assignment, including term papers, debates, adult education.
- 2. Vocational in connection with such jobs as advertising, personnel, architecture, teaching.
- 3. Organisation, such as Clubs, Girl Scouts, P.T.A., Church ;
- 4. Independent study or investigation.
- 5. Miscellaneous purposes such as keeping up with current events, solving crossword puzzles."

According to her, more than half of the inquirers are students and professional workers. An additional 10-20 per cent are housewives. The remaining identified classes of inquirers are in descending order, clerks and stenographers, shopkeepers and salesmen, skilled workers, unskilled workers, and farmers."⁵²²

By sources consulted. According to Helen C. Carpenter⁵²³ out of 989 questions 510 were replied by consulting reference books. Miss Van Hoesen's⁵²⁴ survey reveals that about one-third questions were answered out of a total number of 3,596.

14 2 7 2 7 2 2 Value of Classification of Reference Questions

By classification, questions become clear to both the Reference Assistant and the inquirer. "All of these classifications of reference questions are helpful to the reference librarian in preparation for his work. It is well to know, for example, that most questions asked in general reference service fall within the broad subject areas of social sciences and technology, and that inquirers appear to be most interested in biography and geography."⁵²⁵

14 2 7 2 7 2 3 How The Questions are Answered

When the inquirers are received by the Reference Assistant, he tries his level best to know their questions. After ascertaining the questions, the Reference Assistant by his training and knowledge finds out the appropriate book/books from which the requisite information can be got.

14 2 7 2 7 2 4 Medium of Reference Service

The Reference Questions asked by readers/inquirers are answered on telephone, by dak or at the reference desk.

14 2 7 3 Assimilation

Assimilation work is very important because almost some types of questions are generally asked repeatedly. The reference staff must assimilate the information. "His mind must resemble an ostrich's stomach, where, if my zoology is correct, everything swallowed, from a bulky beef-tin to a Colt' revolver, is found in its original condition, mingled in an admired disorder but not absorbed."⁵²⁶

According to Dr. Ranganathan "similar will be the mental make-up of the reference staff of a busy library unless provision is made for rumination, digestion, and assimilation into the specific skill of reference service."⁵²⁷

This assimilation work saves lot of time and energy, because it is instrumental in improving the skill of a person by repetition.

The assimilation should be ensured by recording the answers on 5" x 3" cards. These should be kept at hand arranged alphabetically by subject or in a classified order.

14 2 7 4 Amount of Reference Service

The amount of reference service which should be provided to readers of various kinds of libraries differs from library to library. In school and college libraries, the reference service should lead to self-service, but in public libraries and other special libraries *i.e.* business and departmental libraries, full reference service will have to be provided by the librarian by himself. He will have to provide the complete information to the business executives because of lack of time at the disposal of the latter.

15 0 Introduction

"A LIBRARY has been rightly charged with the functions of collecting, preserving, preparing and disseminating knowledge with a certain aim—the aim being the fulfilment of the purpose of the parent body."⁵²⁸ The general aim of libraries is the provision of reading facilities to the public so that their personality is enlightened. These aims and purposes differ to some extent in different kinds of libraries. In public libraries, the aim of the library is to provide inspiration, recreation and information to the readers so that they can become ideal citizens and that they may be able to perform their duties properly. In case of academic libraries, the libraries have to provide the reading material particularly in accordance with the curricula of various disciplines to help the students to grasp knowledge for examination purposes, besides their general mental development. These aims can be fulfilled only if all relevant reading materials including books, periodicals, serials, etc. are made available to the readers.

"One of the earliest functions of the public library was to supply reading-rooms in which newspapers and periodicals literature were made available to that great majority of the population who could neither afford to purchase nor had other means of gaining

access to sources of current information and recreation."⁵³⁰ This situation, which was true of Great Britain and other countries in the early period of history, is applicable to the small towns of India to-day. The municipal libraries in most of the towns of India, are merely reading-rooms where people who do not have any means to have access to the other reading materials flock to these reading-rooms. These libraries still charge subscription for the use of books which a large proportion of the population cannot afford to pay.

"As the standard of living has risen and other media of mass communication have developed, the public reading-room has greatly diminished in importance to such an extent indeed that many librarians actively regard these departments as wasteful and redundant."⁵³⁰ But still the utility of the public reading-rooms cannot be overlooked because if these are closed down, the public will stick to one or two newspapers and it will not be able to have a balanced view of day-to-day happenings which they can have by taking resort to the public reading-rooms where newspapers and periodicals of all shades of opinion are available. The most important questions to be taken into consideration are as to how the periodicals are selected, ordered, organized and displayed for use by the public because "the traditional layout of the news and magazine-rooms clearly shows the passive nature of the service. Material is merely placed in position, removed when new issues are received and a certain supervision exercised to ensure the Bye-Laws and Regulations are not too obviously infringed. This does not coincide with the modern concepts of librarianship and it is worth considering what might in fact be done to make better use of material which is fundamentally important."⁵³¹

15.1 Types of Periodicals

The periodicals may be distinguished amongst themselves on the grounds of their literary contents or their sponsoring bodies. Keeping in view the former criterion, periodicals may be classified as under :—

- “1. Those intended to foster the interest of knowledge.
2. Those intended to foster the interests of a trade, profession or society.
3. Money making ventures. (Intended for popular appeal).⁵³²

According to the second criterion and the British practice, the broad division of periodicals may be as under :—

- “1. The publications of societies and other organisations.
2. House journals *i.e.* the publications of firms and similar bodies.
3. The independent periodicals.”⁵³⁸

1. Memoirs, proceedings and transactions of various societies and organisations fall in (1) of second classification such as Aslib Proceeding etc. These are mainly the result of the conferences, meetings, seminars etc. of various associations. This category also includes the bulletins and journals issued by these bodies and societies such as the Journal of the Indian Library Association ; Library Herald (Journal of the Delhi Library Association) ; IASLIC Bulletin ; Library Association Record. These journals, unlike the former, contain contributions from various reputed authors.

2. House journals include generally those which are issued by various firms and bodies and are meant generally to be distributed free of charge amongst a limited circle of clients and members. The following are some of the examples which fall in the category of House journals : (1) Information Bulletin. (A newsletter published by the Indian Library Association for members only). (2) ASLIB Information. This category also includes the bulletins issued by various libraries and library authorities such as “Weekly list of Additions” issued by the Punjab University Library, R.I.B.A. Library bulletin etc., etc.

3. Independent journals are numerous in number and cover almost whole of the universe of knowledge such as the Times of India (Daily), Illustrated Weekly of India, The Caravan, Nature, Psychology, etc., etc.

Magazines, periodicals and journals are published at various intervals. The frequency of their publication may be daily, bi-weekly weekly, fortnightly, monthly, bi-monthly, quarterly, half-yearly, annual or irregular.

Learned periodicals generally issue title page, contents and index when each volume is complete. These are supplied either with the last number of a completed volume or with the first number of the next volume. This material is very useful in making the best use of all

the numbers of a volume and enables the stray numbers to be brought together into a self-contained and homogeneous bound volume. To save the time of the readers and that of the library staff and to ensure their proper use cumulative indexes are published from time to time.

15 2 Selection of Periodicals and Serials

The selection of periodicals should be conditioned by the kind of library and its clientele. For example, in a small public library, if advanced magazines are got, it is certain that these will not be even touched by any reader and it will be a sheer wastage of money. Moreover, the selection of periodicals should not be left in one or two hands but like books, there must be a committee for this purpose so that judicious selection may be made possible. This is specially important in big libraries *e.g.* University and special libraries. The Association of Special Libraries and information Bureaux⁵³⁴ has recommended the following criteria for selecting the periodicals and serials :—

1. Recommendations by specialists.
2. Recommendations by members of the library staff.
3. Opinions of librarians of other institutions.
4. Announcements and reviews.
5. Consultation of lists of most cited serials.

“ ‘Reference Counting’ is another method to ascertain the usefulness of a particular serial in specific fields of knowledge. The serials or periodicals which are cited very often by the specialists in their books and research articles can be safely subscribed to inspite of some disagreements amongst specialists of limited sub-fields of knowledge (which are natural because these specialists are biased towards their special fields of study only) because when people often quote and refer certain serials and periodicals, it can safely be inferred that these publications contain useful matter for the use of research scholars and specialists.”⁵³⁶

“Similarly, the journals and serials which are mostly abstracted and indexed in standard indexing and abstracting journals can be safely subscribed to because only those articles of those journals are abstracted which are fairly standard ones and provide nascent thought to the readers and have got learned and experienced boards of editors.”⁵³⁶

"The general principles of periodical selection do not vary essentially from those governing the selection of books. The factors governing selection depend on

1. the financial resources of the library.
2. periodicals already taken,
3. the scope of the library,
4. demands of readers,
5. whether the title is easily available elsewhere."⁶³⁷

J. A. Gable has prescribed the following criteria for selecting periodicals for small public libraries :—

- "1. Magazines should supplement rather than duplicate each other.**
- 2. The library should not buy, or accept as gifts, periodicals which are directly propagandist, or which are purely fad or crank titles.**
- 3. It should furnish clean, popular titles for all tastes.**
Regularly indexed titles should be selected first.
- 5. Quality, variety and interest should be considered.**
- 6. Periodicals useful for circulation as well as for reference should be chosen.**
- 7. The library should be conservative on new titles, which have not had time to prove their value.**
- 8. It should choose for present value rather than remote reference use.**
- 9. A title should not be bought simply because the public wants to read it.**
- 10. Reading-room use, reference use, pleasure reading and informational value should all be considered.**
- 11. A variety and balance for all ages, interests, abilities and cultural levels should be provided."**⁶³⁸

15 2 1 Periodicals Selection Tools

It is essential that all standard periodicals selection tools are acquired regularly and are kept up to date so that maximum latest information can be got without much difficulty. These tools facilitate the acquisition of good periodicals. The following are some of the important selection tools which should be kept in each good library :—

1. Ulrich's International periodicals directory ; a classified guide to a selected list of current periodicals foreign and domestic, 1965-66, in 2 vols. 11th ed. New York, R.R. Bowker Company, 1966.
2. World list of scientific periodicals, New York.
3. Willing's Press Guide : a comprehensive index and handbook of the press of the United Kingdom together with Dominion, Colonial and Foreign Publications. London, Willing's Press Service.
4. Nifor Guide to Indian Periodicals, 1955-56. Poona, National Information Service.
5. Steward, J. D. and Others, eds. British Union Catalogue of Periodicals ; a record of periodicals of the world from the seventeen Century to the present day in British Libraries. Supplement to 1960. London, Butterworths, 1962.
6. Directory of Periodicals. New York, American Trades Press Clippings Bureau.
7. A catalogue of German Periodicals offered for sale by H.M.S.O. London, H.M.S.O.
8. New Serial Titles, 1961-65. Supplement to Union List of Serials (H.W. Wilson) and New Serials Titles, 1950-60 (Library of Congress), 3 Vols.

These publications cannot provide information about all the new periodicals which come into existence from time to time. Reference may be made to the following few important sources for newly started periodicals :—

1. British National Bibliography (for periodicals published in Great Britain).

2. Times Literary Supplement, under 'Current Periodicals' Column. (For new literary journals).
3. Bulletin of the New York Public Library, under "New Periodicals" Column. (Gives monthly a list of new periodicals published in the world).
4. College and Research Libraries.
5. Nature.
6. Unesco Bulletin for Libraries.
7. Stechert Hafner Book News.
8. Aslib Information.
9. Serial Titles Newly Received (Library of Congress).
10. Modern Review.
11. Indian Librarian.

1 5 3 Acquisition of Periodicals

The periodicals and magazines can be acquired by any one or more the following methods :

1. By subscription.
2. By becoming as member of societies and learned institutions.
3. By gift.
4. By exchange.

1. *By Subscription.* The periodicals are generally procured either direct from the publishers or through newsagent—slocal, moffusil and foreign. Those magazines which are offered by the publishers at a reduced price, are subscribed to direct with the publishers. Other magazines are subscribed through newsagents who may be appointed as standing vendors by taking into consideration their terms and rates of supply of periodicals either annually or for longer periods.

The subscription to periodicals is generally paid annually in advance, the reason being that the publishers want to be sure as to

how many copies would be consumed in a particular year. Moreover, one or two spare issues of a periodical cannot become independent and self-sufficient literary piece and cannot be sold like books.

2. *By becoming members of learned societies.* Some periodicals are received by a library in lieu of payment made either by the library or its parent body to various learned societies and organisations as membership fee. These societies generally publish one or more regular publications for keeping their members and the concerned professionals in touch with their activities, programmes and achievements. These publications are generally received by the library without paying any extra amount.

3. *By Gift.* Many societies in order to popularize their ideals and programmes place certain libraries on their free mailing lists. This is common with many foreign embassies and philanthropic societies and organisations. Some publishers also supply some of their publications especially new ones so that these may be popularized. For example, the publishers of a new daily newspaper entitled "The Patriot" supplied regularly for many months a free copy of this daily newspaper to many important libraries of the country. Some organisations, including libraries, offer as gifts duplicate copies of certain periodicals. "One of the important functions of Unesco's Clearing House for Publications, 19 Avenue Kleber, Paris, 16e, is to coordinate the distribution of this gratuitous material, and each month they publish in the Unesco bulletin for libraries, under the heading 'Free Distribution' a list of organisations under their country of origin, with details of material they have to give away."⁵³⁹

Similarly, 'ASLIB Information' and 'Library Association Record' publish lists of periodicals which are spare with certain libraries for disposal to those libraries which are ready to have them by paying the carriage charges. Storage problems crop up within a short span of the life of a library as the latter partakes the nature of a growing organism. So, the gifts should be accepted with much care and scrutiny. Before accepting the gifts, it should be ascertained as to whether the material in question is of any use to the clientele of the library in question.

4. *By Exchange.* There are certain publications which become spare with many libraries or their parent bodies but these may not

be disposed of in a proper manner. Help should be sought from national and international organisations which undertake the work of exchange of publications. Unesco has done a yeoman's job in this direction by establishing Unesco's Clearing House for Publications, referred to above. The "Unesco bulletin for libraries" publishes under the heading "Exchange" the list of many periodicals which can be had in exchange. Unesco has again done an enviable job by publishing a "Handbook on international exchange of publications, Paris, Unesco." It enlists :

1. The names of organisations and societies which offer certain publications in exchange.
2. The details of the publications offered in exchange.
3. The details of bibliographies of official publications.
4. The world exchange centres with addresses.
5. The detailed information about the exchange programme.

The British National Book Centre, the National Central Library, Malet Place, London and the International Exchange Service, Smithsonian Institution, Washington 26, D.C. have been started for facilitating the exchange of publications between interested organisations of various countries. Similarly, the United States Book Exchange, Inc., Room 300, Library of Congress, Washington, 25 D.C. serves as a national bureau of exchange. American Medical Library Association in the United States of America and Medical Exchange, Wellcome Historical Medical Library, 183 Euston Road, London, N. W. 1 provide exchange services. In Japan, the International Exchange Service Division, National Diet Library, Akaska, Tokyo, 5, provides the exchange services for Japanese publications.

In view of high recurring costs and space problems which are faced in the acquisition of periodical publications, it is most desirable that librarians and library authorities find ways and means of acquiring periodicals on co-operative basis. The paper used in the periodicals is generally of inferior quality and their sizes are abnormal and these are generally bulky. The desirability of procuring some magazines and newspapers on micro-films or microcards may be considered and the original copies may be preserved by only few libraries.

1 5 3 1 Ordering Procedures

Placing of orders direct with the publishers is generally both costly and troublesome except in those cases where the periodicals are not available through agents or where the publishers offer periodicals at cheaper rates. But there might be delay in receiving the periodicals through agents. "It is doubtful if the appointment of standing vendors is an advantage in the case of periodical publications. The idiosyncrasies of the periodical publications are so many and so sudden and the issues of periodical publications go out of print in such a surprisingly short time, that, except by extraordinary vigilance, the library's collection of periodical publications is liable to become defective and incomplete. Again, the very nature of the content of a periodical publication is such that it loses in nature, if its supply is delayed unnecessarily even by one day..... Therefore, it is desirable that the extra delay likely to be caused by the middleman's intervention should be avoided."⁵⁴⁰

If all the periodicals are subscribed by the libraries direct with the publishers, it will cost more to the libraries because postal charges will increase as for each item a separate letter will have to be written. It is especially so in case of foreign periodical publications. It will also need more staff members to deal with this increased correspondence. "Even if this might mean some extra cost in administration, that cost is worth the return that we get in the form of satisfaction to the readers. But, it may mean really extra cost. As the publishers of periodicals allow too small a commission to vendors, a standing vendor is likely to make a small charge on the library over the published price. It is a matter of experience that this charge will nearly balance the extra cost involved in dealing with the publishers directly."⁵⁴¹

In case of dailies and weeklies, it is desirable that local vendors are appointed because if these are got from the publishers through mail, these are liable to be delayed and the contents become stale. Publications having other frequencies of publication may be had direct from the publishers. According to Dr. Ranganathan "a standing vendor may prove to be the fifth wheel."⁵⁴²

But we generally find a system prevalent in almost all Indian libraries which implies that quotations are invited from various subscription agents who undertake to supply the magazines both

Indian and foreign. The vendor who quotes lesser rates is asked to supply the magazines. It is to be noted that the general pattern of supply is that the vendors or agents forward the subscriptions to various publishers of periodicals and instruct them to supply the periodicals direct to the libraries which have sent the subscriptions to the vendor or agent in question. If there is gap in supply, a reminder is sent to the vendor/agent who requests the publishers to supply the unsupplied issue direct to the library in question. In this way, no delay is caused. If, however, the magazines are first received by the vendor/agent from the publishers and are then despatched to various libraries, it is but natural that some delay would be caused. This kind of system is undesirable and is sure to become a 'fifth wheel'.

15 3 1 1 Conditions of a Standing Vendor

While appointing a standing vendor, it should be ensured that the following conditions are incorporated in the agreement :—

1. Names of the periodicals to be subscribed.
2. Number and year of volume from which the subscription is to be started.
3. The cost is to be indicated on the bill in the original currency.
4. Discount, if any, is to be clearly indicated on the bill.
5. Handling charges, if any, are to be shown separately.
6. Name and address of the Library to which the journals are to be supplied.
7. Guarantee is to be given for prompt supply.
8. Guarantee is to be given for the supply of unsupplied items without any extra payment.
9. Circumstances under which the contract may be determined by any of the parties are to be stated.
10. Post free supply of journals is to be made.
11. Supply of Title, Contents and Index pages on the completion of a volume of a magazine is to be made.

Before the start of a new financial year or new calendar year, as the case may be, lists of currently subscribed magazines pertaining to each department in case of university libraries and to the library committee or the advisors in case of public library are sent for their recommendations for the coming year. These experts send these

lists back to the library after making necessary amendments, additions or deletions. These lists are checked by the library staff members working in the periodicals section in order to find as to whether any magazine has been added in the final list twice or thrice inadvertently. Then a final consolidated list is prepared and its cost is struck down. It is ensured that the total amount of subscription fee does not exceed the sanctioned fund. If it does so, a supplementary grant is got sanctioned from the competent authority before placing the order for the additional periodicals.

A circular letter is sent to various newsagents in order to know as to whether they can supply the magazines to the library or not. Rates of supply and discount etc. are asked for. The replies received from the news vendors are tabulated and a consolidated statement is prepared and the lowest rates quoted are got sanctioned from the competent authority. The consolidated list of periodicals and a statement of allocation of funds to various subjects are also sent to the competent authority for his sanction. The note containing the recommendations for the sanction of rates of supply of periodicals should include the quality of service rendered by the previous vendor/vendors, so that the competent authority be able to take a proper decision. It becomes all the more important when the rates of an efficient vendor are a bit higher than those of other vendors who are either inefficient or have not been tried so far. Vendors should not ordinarily be changed very often because there remains a danger of dislocation in the supply process. Moreover, since the annual subscription is to be paid to the vendor in advance, so care should be taken to the effect that only those firms which have long standing and which are reliable should be accepted as news vendors. After the finalization of the list of periodicals to be subscribed and the appointment of vendor/vendors, the bills are got from the vendors. The bills are properly checked with the list of periodicals sanctioned to find out as to whether the volume and year of subscription of various ordered periodicals have been entered correctly and that the rates of subscription charged are correct. The bibliographical tools mentioned above are used for finding out the rates of subscription. In case of discrepancy in the volume and/or year of subscription, an appropriate letter is written to the vendor for making necessary correction in their records and those of the publishers so that required issues of periodicals are received by the indenting library. In case of discrepancy of subscription rates or conversion rates, a letter is written to the vendor for supplying a

documentary proof which may either be the original announcement of the concerned publisher or his original invoice issued in the name of the vendor concerned. At the time of passing bills, certain records are kept so that duplicate payment may be avoided, proper accounting may be made possible and punctual supply of the ordered magazines may be ensured. A periodicals record should invariably provide the following information :—

1. Number and names of the periodicals received in the library.
2. Number and names of periodicals subscribed to.
3. Number and names of periodicals received gratis.
4. Amount of subscription of each periodical.
5. Total amount of subscription paid for one year.
6. Check record in order to gauge as to whether the subscribed magazines are received punctually, regularly and in good condition.
7. Of how periodicals, the back sets were available and were procured during a particular period.
8. Name and address of the publishers of periodicals.
9. Name and address of the vendor/supplier.
10. Frequency of publication of subscribed periodicals.

15 3 1 2 Order Work

The periodicals order work involves the following jobs :—

1. New periodicals ordering.
2. Renewals ordering.
3. Back sets of periodicals ordering.

As regards new periodicals, it is better to procure few sample copies before placing regular orders because only worthwhile journals should be subscribed to. The specimen of an order form is given below :—

Name of the Library.....(Place).

No.....

Dated.....

To

.....
.....
.....

Dear Sir,

Kindly supply the following magazines to the library in

addition to the already subscribed ones. The supply should begin with effect from the first issue of vol....., year..... Please ensure that every issue is supplied regularly and punctually. Please also supply the title page, contents and index as soon as these are published so that complete volumes are got bound in time.

This order may be considered as a standing order unless countermanded or revised.

Please note that if any issue is not received by this library, it will be notified to you within a reasonable time *i.e.* within three months of the due date of receipt, and you will please make arrangements to supply the same without any extra payment.

As regards payment of subscription, an annual bill system will be followed. Please arrange to send the bill in triplicate for the current volumes ordered as above.

Kindly acknowledge the receipt of this letter.

1.
2.
3.
4.
5.
6.

Yours truly,
Librarian.

As regards renewals, if standing orders are placed as indicated above, it would be better if the librarian informs the vendor well before time that such and such periodicals are to be renewed so that their issues are received in time and thus volumes are kept complete or the librarian may inform the vendor that all except the here-in-mentioned magazines are to be renewed.

15 4 Methods of Recording the Receipt of Periodicals

15 4 1 Register System

For smaller libraries subscribing to a dozen or a score of periodicals, Register System would be suitable. Moreover, the auditors insist that there should be some permanent record of the periodicals received in the library and the payments made therefor. The periodicals may be entered in the Register in an alphabetical manner or according to their frequency of publication. One page may be used for recording many periodicals. The specimen page of a Periodicals Register for Monthlies, Quarterlies and Half-Yearlies is given below :—

Name of the Library.....Place.....

For the year.....

S. No.	Title	Vol. and year	Publisher	Supplier	Period Jan./Feb.... /Dec.	Subscription, Bill and date	Remarks
1.	Modern Review						
2.	Aryan Path						
3.	Indian Review						
4.	Kalyan						
5.	Indian Librarian						
6.	Prabhuddha Bharata						
7.	Caravan						
8.	Preet Lari						
9.	Shama						
10.	Biswin Sadi						
11.	Sarita						
12.	Sarika						

As soon as the issue of a periodical is received, the date of its receipt is entered in the month column against the periodical in question and similar date is put on the title cover of the periodical. An ownership stamp is also put on the title cover.

For Dailies and Weeklies, the following may be a specimen page of the Periodicals Register :—

Name of the Library.....Place.....
 Title.....
 Publisher.....
 Supplier.....
 Vol. and year.....
 Subscription, Bill and Date.....

S. No.	Month	Days						Remarks
		1	2	3	4	5	31	
	Jan.							
	Feb.							
	Mar.							
	Apr.							
	May							
	June							
	July							
	Aug.							
	Sept.							
	Oct.							
	Nov.							
	Dec.							

15 4 2 Ledger System

Bigger libraries may adopt ledger system which implies that each periodical is allotted one page in the ledger. Periodicals are entered in an alphabetical manner or in a numerical manner and an index of the periodicals subscribed is given in the beginning of the ledger. The specimen page of such a ledger may be as under :—

Verso of the Card.

Title.....

Vol. No. and year	Subscription Amt.	Bill No. and date	Voucher No. and date	Remin- ders sent	Bound upto...	Remarks
v. 15 1969						
v. 16 1970						
v. 17 1971						
v. 18 1972						
v. 19 1973						
v. 20 1974						
v. 21 1975						
v. 22 1976						

At the time of placing orders, one card is prepared for each new periodical ordered. If it is a renewal of the old periodical, the columns on the verso of the relevant card are filled in. It is evident that as soon as a particular issue of a periodical is received in the library, the packet opened after checking the name of the library and place and if it belongs to one's own library, the wrapper is opened. If it does not belong to one's own library, it is kept in a tray meant for wrong deliveries. In the former case, the date of receipt is entered in the month column against the particular volume and year of the concerned periodical card which is arranged in an alphabetical manner in a tray. For example, if the magazine pertains to the month of February, 1969 and it is received on 15th March, 1969, the person on duty will enter 15-3-1969 in the February column against v. 15, year 1969. In this way, each issue is entered. Wrongly delivered packets are sent back to the concerned quarters.

The particulars of payment of the subscription are entered on the verso of the card in relevant columns. If any issue is not received, the numbers and dates vide which reminders have been issued for the supply of unsupplied items are noted on the verso of the cards in the appropriate columns.

Here it is evident that the sending of reminders for unsupplied items is a big job since all the cards have to be scanned through in order to know the unsupplied issues of various periodicals.

15 4 4 Three Card System of Dr. Ranganathan

Keeping in view this difficulty and to make the job automatic, Dr. S.R. Ranganathan has evolved a new system known as "Three Card System."⁵⁴³ He remarks its working in the Madras University Library that, "The amount of saving that has resulted from it can be inferred from the fact that although the number of periodical publications taken in the library has risen from 240 in 1924 to 1200 in 1934, there has been no increase of staff in the Periodical Publications Section. It still continues single handed. Perhaps, it may be possible to carry on the work without additional staff, until the number reaches about 1000. In the earlier years when the library was using bound volumes for records, there was tight work even though there were only 240 periodical publications current. But the introduction of the "Three Card System" secures the maximum turnover with the minimum staff."⁵⁴⁴

Three cards of 5" × 3" size known as Register Card, Check Card and Classified Index Card are used in this system. The specimen of each card is given below :—

REGISTER CARD

Title				Payment	
Vendor				Vol. or year	Voucher No. & date
Cl. No.	Period in weeks	Order No.			
	Grace weeks	and date			
				Annual subscription	
Vol. & No.	Date of publication	Date of receipt	Vol. and No.	Date of publication	Date of receipt

CHECK CARD

Heading.....

Period.....

Grace Weeks.....

Vol. of issue	Due week	Week of Rem.	L's initials	Vol. of issue	Due week	Week of Rem.	L's initials	Vol. of issue	Due week	Week of Rem.	L's initials

CLASSIFIED INDEX CARD

Cl. No.	Annual subscription	Per. in weeks
Title		
Vendor		
Publisher		
Vol. Available		
Indexes, etc.		
Supplements, etc.		

15 4 4 1 Functions Of Three Cards

The Register Card is meant to record information about the name of the journal subscribed, its publisher, supplier, frequency of publication, amount of subscription, voucher number and date of payment, and the complete data showing the receipt or non-receipt of particular issues of a journal. It also provides information as to when a particular issue was received, whether it was delayed or was received in time, whether any reminders were sent or not, so on and so forth. It enables any reader to know as to whether a particular magazine is subscribed to by a library. Register cards are arranged in an alphabetical manner.

The Check Card is considered to be the keystone or kernel of this system since it facilitates the checking of the receipt or non-receipt of a particular issue of a periodical. It, in fact, makes the system automatic and reminders are sent without any loss of time and energy. This automatic check is made possible by the mechanism of dividing a year into 60 weeks and providing 60 guide cards by marking them as 1·1, 1·2, 1·3, 1·4, 1·5 and so on. Check Cards of the magazines due in a particular week are shifted behind the concerned guide card which is automatically checked in that week and no amount of checking is required for finding out as to which magazines are due in which week or month. The check cards are arranged in an alphabetical manner behind individual guide cards which themselves are arranged in a numerical order.

The Classified Cards provide an additional information to a reader by making it easier to know as to which magazines on a particular subject are received in the library. It further facilitates a reader to know as to the periodicals holdings of a library including the cumulative indexes, supplements etc. These cards are arranged in a classified order.

15 4 4 2 Routines

At the time of placing orders for new periodicals all three cards *i.e.* one Register Card, one Check Card and one Classified Card, are prepared for each periodical order. All the requisite information is added in these cards and these are arranged in separate sequences. When the first issue of a newly subscribed periodical is received in the library, after checking the address on its wrapper, this is kept amongst other newly received periodicals and these are arranged in an alphabetical order. The Register Card of the periodical received on a particular day is taken out of the Register Cards tray and the card following it is made to stand on its longer edge so as to facilitate the proper replacement of the withdrawn card after making necessary entries in the Register Card. The dates of publication and receipt are filled in the Register Card in question and the number of due week is filled in the relevant columns of a concerned Check Card, after withdrawing it from behind its previous position and is now shifted to the next due week keeping in view the previous date on which the previous issue was received, because it is generally found that a certain cycle or rhythm is created in the supply of these magazines. These are generally received on the same dates unless

otherwise delayed due to certain specific reasons. The year is divided into 60 weeks because some months have five weeks. When certain magazines fall due in the 5th week, it becomes easier to check it. One day such as Monday or Tuesday may be fixed in a week for checking purposes.

The numbering of the Guide Cards and the shifting of the Check Cards depends upon the frequency of publication of the magazines in question. In case the publication is weekly, the next due week will be 2·4, if the previous number was 2·3. If the periodicity of the magazine is a fortnight, the next number will be 2·5. If the periodicity is a month, the next due week will be 3·3. If the periodicity is a quarter, the next due week will be 5·3. (The first figure denotes the month number while the second figure after dot denotes the week number.)

When an issue of a periodical is not received, a reminder is sent and the issue for which reminder is sent is mentioned in the appropriate column of the Check Card and it is shifted to its next due week.

Since some postal delays are unavoidable, we should allow some grace days before issuing reminders. Dr. Ranganathan⁵⁴⁶ has suggested that for weeklies or fortnightlies, monthlies, quarterlies and half-yearlies etc., the grace may be allowed one week, two weeks, four weeks and eight weeks respectively.

After the receipt of all the issues of a volume, the completing work of periodical publications starts. This work consists of the following jobs :—

1. Collecting of loose issues *i.e.* all the loose issues of a volume are collected at one place. If any issue is issued out, it is called back.

2. Tallying of loose issues *i.e.* the checking of the issues is done with the contents page. If any defect is found, it is investigated into.

3. Making up the volume *i.e.* the completed volume is checked as to whether the pagination etc. is in the proper sequence. If the volume is a bulky one, it is divided into two or three volumes, as the case may be.

4. Separating supplements *i.e.* if any separate supplements are received, these are treated as separate entities.

After these preliminary jobs, the volume is accessioned either in an Accession Register maintained for the purpose or the Classified Index Card is prepared and the accession number is noted on a specified place of the volume of the periodical. After binding, the periodical volume is treated as a book and it is classified and catalogued in the usual manner. The Classified Index Cards are arranged in a classified order.

15 4 4 3 Advantages of Three Card System

The Three Card System has got many qualities and in view of these many libraries have adopted this system.

It saves the time of the readers and the staff because the working of the system is automatic and no time is wasted in finding out the particular card when issue of a periodical is received. Staff time is saved when reminders are to be sent for unsupplied items because the Check Cards provide an automatic mechanism. Enquiries pertaining to periodicals are replied very expeditiously by the aid of alphabetical and classified sequences of Register Cards and Classified Cards respectively.

By its prompt service, money and energy of the staff members and readers are saved. In view of proper system of maintaining record of periodicals, an accurate information is provided. This system is a methodical and scientific one as proper mechanisms are suggested for doing particular jobs. It is a comprehensive and self-sufficient system because it is equipped with alphabetical and classified indexes. In view of all these good points of this system, standard and better service is ensured which a *sine qua non* of good library management.

15 4 5 Visible Records

The following basic records should be kept at one place to ensure economy in time and energy. For this purpose the visible records are advisable :—

1. Holdings of periodicals in a library.
2. Account of current receipts of periodicals.
3. Account of payments made from time to time.

4. Binding records *i.e.*, as to whether the volumes have been got bound or not.

There are many varieties of visible records which can be adopted by small and big libraries.

15 4 5 1 Book Type Visible Records

For smaller libraries subscribing upto 200 periodicals, a Book Type record may be kept. It consists of two metal panels folded like a book. Each panel contains 100 cards.

15 4 5 2 Multiple Four-Page Card Unit

It consists of four panels and it can also be folded like a book.

15 4 5 3 Typical Visible Index

The visible checking record cabinet is of metal, and is fitted with shallow metal trays, each equipped with index labels. There is a variety of models, but basically they are the same with some modifications inside the cabinet. The most popular is the type in which cards are held in paper pockets with a transparent strip at the lower edge into which bottom edge of the card, on which the title of the periodicals is usually typed, may be inserted. An alternative is the hinge or hanger type, in which cards themselves are suspended from rods or clips. The advantage of this type is that many more cards fit into a tray as the heavy pockets are eliminated but the edges of the cards are usually exposed and get dirty. The cabinets are built in several sizes, but those to accommodate 6"×4" or 8"×5" cards are more commonly used. The cabinets may be interlocked to make a stack or battery of units and the whole installation is mounted on a metal base fitted with extension tray rests.⁵⁴⁶

15 4 5 4 Robot Kardex

A new visible record for periodicals known as "Robot-Kardex" has been brought out by the Remington Rand of United States of America. "The Robot-Kardex unit contains sixty slides in two banks of thirty slides each, which move up and down on a runner. By selecting a slide on the indexed keys and pressing down on the left and right end of the key the desired slide comes out on the desk extension rack. Repeating this operation returns the slide and brings a newly selected slide to the desk top, all in an average of

three seconds. The cabinet is approximately 26 in. wide, 64 in. high, and 54 in. deep. 26 in. of depth consists of a desk extension at which the operator sits. The extension is about 32 in. high. The unit requires an area of 13.4 sq. ft. and holds 4,020 cards, of 5 in. × 8 in. which are visibly indexed. The unit is motor-driven, with hand-operated controls for use in emergencies. It should be noted that the 13.4 sq. ft. figures for floor space includes the operator's chair. The price is \$ 1,875 and there is a possibility of a 10 per cent excise tax. This appears to be the file clerk's utopia.⁶⁴⁷

For smaller and medium sized libraries this apparatus seems to be a costlier one, especially in case of Indian libraries.

15 4 5 5 Kardex

The Remington Rand of India Ltd. has put in the market an apparatus for keeping visible records of periodicals and other kindred materials. It is named as 'Kardex'. It is made of steel and the cabinet is approximately 10½" broad by 24" deep by 20½" high. One unit contains 7 trays containing 504 card holders with sliding dust cover and locking device. The cost of this unit is about Rs. 516/- including excise duty of Rs. 86/-. The cost of 1,000 bottom and 1,000 top cards is about Rs. 150/-. In all it costs about Rs. 995/- including the cost of 1,000 inserts (Rs. 50/-), 1,000 crimped signals (Rs. 45/-), 1,000 Graph-a-matic signals (Rs. 130/-) plus other taxes.

15 4 5 5 1 Procedure

15 4 5 5 1 1 Bottom Card

At the time of ordering journals, one bottom card is prepared for each journal and title and other particulars are typed or written on the lower portion of the said card. This card, in addition to the usual information, contains the following columns :—

1. Library has :—
2. Library lacks :—
3. In Bindery.
4. Nature of Bindings.

All these columns provide very useful information about the journals. The columns 'Library has' and 'Library lacks' are very important as a research scholar is enabled to know as to how many and which volumes of a particular journal are in the

library. It is also a very quick and handy guide for the persons who are responsible for acquiring complete volumes and/or stray numbers because the 'want list' remains always ready. By consulting this card, particular volumes of any periodicals can be located since the card shows as to whether a particular volume of a periodical is in the bindery or on the shelves. Certain volumes may be ascertained even by knowing the descriptive details of the binding. This card also serves as a check card because date columns are provided opposite the title of the periodical. After setting the card in the punched holes of the card holder, a coloured plastic tab is put round the lower portion after cutting the spare card which is kept because otherwise typing of the title of the periodical becomes difficult.

The Remington Rand of India takes the responsibility of printing the cards in accordance with the needs of the library. The name of the library is printed on the top of the card. This card is printed on both sides. It can record 20 volumes of the periodical in question.

SPECIMEN OF THE BOTTOM CARD

Name of the Library :

Year	Vol.	Jan.	Feb.	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.	T.C.I.	Index

Frequency.	Current Vol. expires with	Vols per year	Department
Nature of Binding	In Bindery.	Library has	Library lacks.
Title.	Jan. Feb. Mar.....Dec.		

.....
Type along the dotted line, then fold back or detach this stub.

15 4 5 5 1 2 Top Card

The second card called 'Top Card' is fitted opposite to Bottom Card i.e., on the verso of the next card holder in such a manner

It also serves as a classified card. It cannot serve all those functions which are performed by a card in the single card system because the single cards are handy and are arranged in a classified sequence whereas the cards in this system cannot be made to serve those functions because these cards are contained in the card holders opposite the bottom cards which are arranged in an alphabetical order. These cards are also printed on both sides and these contain the requisite information for 20 volumes or years as the cards contain 10 columns on both sides of the card.

Title.

Call No.

Publisher.

[illegible]

After completing the above-mentioned cards, the actual work of receiving and recording periodicals starts. The periodicals are taken out of magazine wrappers after ascertaining that these contain one's own library's name and address. The periodicals are taken near the Kardex cabinet for recording purposes. The requisite tray is taken out from the cabinet and the date of receipt of the concerned issue of the periodical in question is noted in the appropriate column and the coloured tab is pushed towards right hand side.

For example, March issue of a magazine is due in April. If it is received, the tab is pushed to the next column meant for the month of May. If it is not received, the tab is allowed to remain in the April column and on the day of issuing reminders for non-receipt of magazines, a reminder is issued on a printed card or letter-head and a note to that effect is given in an appropriate column of the Top Card. After the volume is completed, it is got bound and is duly classified. The call number is given on top most portion of the Top Card.

15 5 Display of Periodicals

In smaller public and college libraries, since very few periodicals are subscribed to, there is no special problem of displaying them for use. These are generally displayed on the reading table while daily newspapers are displayed on the news stands specially made for the purpose with or without locking mechanism. Though efforts are made to keep the files of periodicals complete, yet in smaller libraries these are generally not got bound. These are, rather, sold out yearly.

The real problem of displaying and preserving the periodicals literature is due to their enormous bulk. In University and Research libraries much emphasis is laid upon the acquisition, display and preservation of the periodicals literature because the latest researches and developments in various subjects are reported in periodicals, and consequently, necessity is felt to preserve the same for current and future use.

If those magazines which are received in hundreds in such big libraries are displayed on reading tables, there always remains a danger that there will be no order amongst these periodicals and the research scholars, instead of being helped, will be hindered. In order to obviate this kind of predicament, the librarians have devised many devices of displaying and preserving periodicals, depending upon the organization of various sections of the library and the availability or otherwise of ample space. "Since 80 per cent. of the use a periodical ever received comes during the first year, the most useful arrangement is some system of shelving or racks in which a whole year's issues of periodical acquisition can be kept together in the reading-room."⁵⁴⁸

The practice followed at the Royal Institute of British Architects Library is that "steel racks are used with the middle shelf

replaced by a sloping one, so that back numbers can be stored on the horizontal shelves, and the current issues displayed on the sloping shelf at a convenient height for browsing."⁸⁴⁰ Various modifications of this kind of equipment are found in various libraries. For example, the Panjab University Library has got similar equipment but this is made of wood instead of steel. Moreover, the sloping shelf, which is in fact a covering sheet, is of painted aluminium sheet. The pigeon holes behind these covers are used for storing the back issues of concerned periodicals pertaining to the current year. The unit rack consists of 20 pigeon holes and costs about Rs. 900/-. The Libraries of the Mysore and Karnatak Universities have functional steel periodicals racks with locking arrangements. The Patiala Central Public Library has got slightly different racks. In it the sloping shutters on which the current issues of periodicals are displayed are also made of wood and these have a locking mechanism which is very useful to avoid the loss of back issues of periodicals.

15 6 Shelving of Periodicals

In any of the above-mentioned storage and display materials, the periodicals may be shelved in the following manner :—

1. Straight alphabetical arrangement by title.
2. Alphabetically by main entry as adopted by the library in question.
3. Classified manner.
4. Under broad subject headings with alphabetical arrangement of titles.
5. By language or type of periodicals.
6. Numerical order.

The first method is easily understandable by readers but strict 'letter by letter' or 'word by word' arrangement should be followed. The second method though useful for library staff may not be suitable for readers because the latter may not be aware of the technicalities resorted to by the library staff. If classified arrangement is resorted to or periodicals are arranged under broad subject headings, there always remains a need for a catalogue. It entails extra labour.

Similarly, the arrangement by form and numerical order will require the assignment of some symbols which again implies some extra labour.

15 7 Checking and Completing of Periodicals Sets

The various routines involved in the acquisition of periodicals which are found necessary after deciding the method of recording, are as under :—

15 7 1 Unwrapping the Packets

As soon as the periodicals wrapped in various kinds of packets and wrappers are received, the person deputed to receive the dak checks the addresses and keeps aside those packets which contain wrong addresses and those packets which have library's correct address are unwrapped carefully so that the periodicals are not damaged in any way. It is better if the wrappers are cut by plastic paper-knife vertically and the packets and envelopes are opened from the right direction. If the wrappers are perforated, these should be cut at the perforated points.

15 7 2 Arranging the Periodicals alphabetically

The unwrapped periodicals are arranged in a particular order preferably in an alphabetical order. The periodicals may be arranged in another order if the periodicals record is maintained in some other order.

15 7 3 Recording

Each periodical thus arranged is entered in the Register/Card, as the case may be. The date of receipt is entered in the appropriate month/date column.

15 7 4 Marking

After noting down the requisite information on the Periodicals Register/Card, generally an ownership mark is put on the title cover of the periodical and the assistant who has entered the requisite information puts his initials with dates in the stamp. The ownership mark may contain the name of the library and the dater. The date of receipt may be put by a separate dater, if it is not provided in the stamping equipment.

15 7 5 Checking the record

The assistant checks the periodicals record regularly and notes down the changes which may be found in the periodicals. These changes may include the change of title, change of frequency, the change of publisher and change in the subscription rates. The assistant sends reminders for unsupplied numbers of periodicals and title pages, contents and indexes.

15 7 6 Completing Periodical Sets

If the periodicals are subscribed from later volumes and if it is considered desirable to procure the back volumes, efforts are made to acquire the same. As mentioned elsewhere already that periodicals are printed in limited numbers, it becomes difficult to get easily the back volumes from the publishers. The back volumes are generally procured like rare and out of print books. Certain firms deal in back volumes of periodicals. Important firms both foreign as well as Indian are mentioned as under in order to facilitate the acquisition of back volumes :—

1. M/s Atma Ram and Sons, Kashmere Gate, Delhi,
2. M/s Basil Blackwell Ltd., Oxford.
3. M/s Current Technical Literature Co., Bombay.
4. M/s Deccan Book Stall, Poona.
5. M/s Hindustan Publishing Corporation, Delhi-6.
6. M/s International Book House, Bombay.
7. M/s Johnson Reprints Corporation, New York.
8. M/s Kraus Periodicals Inc., New York.
9. M/s Microcard Editions, Inc. Washington 7, D.C. (U.S.A.)
10. M/s Minerva Book Shop, Bombay.
11. M/s Oxford Book and Stationary Co., New Delhi.
12. M/s S. Chand and Co., Fountain, Delhi.
13. M/s Stechart-Hafner Inc., New York, London.
14. M/s Technical Literature Co., Lucknow.
15. M/s Today and Tomorrow's Book Agency, New Delhi.
16. University Microfilms, Inc., Ann Arbor, Michigan. (U.S.A.)
17. M/s Wm. Dawson and Sons Ltd., London.

Smooth acquisition of back volumes of periodicals can be ensured in the following ways :—

1. By procuring the back sets direct from the Indian or foreign publishers or through foreign/Indian agents, as the case may be. For this purpose, import licence for the requisite amount is necessary.
2. By procuring the back sets from the Indian agents at their quoted prices in rupee currency.
3. By getting reserved the foreign back sets of periodicals with foreign agents/publishers and procuring them through Indian agents against their import licences.

The first method involves lot of official routines and there always remains dearth of import licence of the requisite amount. This method is actually the cheapest one. The second method is, perhaps, the costliest since the prices charged by Indian agents may sometimes be exorbitant. The third method is the safest if the library cannot arrange import licence. In this method, the actual cost in foreign currencies is ascertained and the sets are procured at the quoted prices in original currencies by allowing handling charges which range between 10% and 15% on the actual prices as given in the original bills of the foreign firms. It is safer to ascertain the approximate prices of the particular back sets by circulating the want list of back sets of periodicals to various foreign as well as Indian agents. The complete volumes are thus made ready for binding and in accordance with the policy of the library, the binding specifications are given to the book-binders. The superfluous matter is taken out of the volumes and are got bound.

In smaller public and college libraries all the subscribed periodicals are not subjected to binding but proper selection is done as to which are to be bound and which are to be written off and disposed of. Most of the periodicals of current interest are generally auctioned either yearly or after every two or three years, because these libraries are not research libraries and so there is no need to get these bound and preserved. Another method of disposing them off profitably is to advertise the lists of spare volumes of various periodicals. Due to either the non-availability of back volumes or due to the implications of the inexorable Fifth Law of Library Science, some alternative arrangements are to be made. Now-a-days, the

back volumes are either available in reprints or these are available in microfilms, film strips or microcards. Many latest methods of documentary reproduction have been developed in the western countries especially United States of America. In this way space problem can very easily be solved.

15 8 Administration of Periodicals Work

The administration of periodicals work involves the organisation of the jobs connected with periodicals in such a way that maximum utility is derived by minimum expenditure and manual labour. In other words, this administrative job involves appropriate allotment of funds for periodicals of various subjects, judicious selection keeping in view the clientele, the type of the library and the aims and purposes for which the library has been established by the parent body, judicious selection of standing vendors or subscription agents who take the guarantee to supply the subscribed magazines regularly and without any uncalled for delay, devising of appropriate methods and mechanisms for recording and maintaining the receipt of subscribed and gratis periodicals so that as little time is spent in recording the receipt of the periodicals as is possible without sacrificing the fundamental services, using appropriate methods of display and storage of important periodicals so that maximum use is made of periodicals and only those which are required for future use are stored, devising various policies and methods by which the periodicals are issued to the staff and readers by using latest techniques, providing adequate, efficient and learned staff members so that proper issue record is kept up-to-date and providing manual as well mechanical equipment to meet the daily increasing demand for periodicals and providing adequate and proper reference service by using latest methods of information retrieval such as indexing, abstracting and documentation techniques.

The administrator must always keep in his mind the nature of the jobs which are to be got done by him. He should devote his energies to ensure the smooth working of the Section. The administrator should properly do the job-analysis and should arrange to provide adequate and appropriate staff members in accordance with the nature of various jobs to be done. In other words, it means that the property of the library acquired with strenuous efforts must be preserved. The administrative head should display the periodicals in such a way that every visiting person glances through the journals.

The indexing, abstracting and documentation services should be provided and the appropriate machines should be provided for information retrieval and for providing original typed, mimeographed or printed copy of a particular issue of a volume.

15 9 1 Circulation of Periodicals

It is generally found in Library Rules of various kinds of libraries that periodicals, especially the loose numbers, are not issuable to members. But in practice we find that this rule is relaxed in case of teachers, staff members, research scholars and other special readers.

"In a survey of twenty-four pharmaceutical libraries, it was found that all but one of them circulate current journals regularly to personnel in various departments throughout their organisations. In 50 percent of the libraries there is some discrimination as to the personnel eligible to receive journals and in 66 percent only certain types of titles are circulated. If any restriction is set up it is usually made in scientific journals. More than 50 percent receive duplicate copies of these journals circulated while one copy is kept in the library."⁵⁰ If a similar survey is made in Indian libraries, we may also arrive at identical conclusions.

15 9 1 1 Merits

Advantages of circulating periodicals amongst members may be as under :

- (a) "The research staff are too busy to be able to spend much time in the library, and the senior staff in particular must be available in their office or laboratory in case they are required.
- (b) Current literature can only be read or scanned by busy people in odd moments or during leisure hours.
- (c) The distance from the library prevents some people from using it regularly.
- (d) Small libraries have not sufficient reading room.
- (e) Material must be got to readers rather than remain unused, but available, on the library shelves."⁵¹

15 9 1 2 Demerits

However, the following are equally valid arguments against the practice :

- (a) The research staff should be made to realize the value of a visit to the library to browse and see other accessions other than journals, and to make contact with the staff.
- (b) If current journals are circulated, and no duplicate copies are received, the current numbers will inevitably not be available for other readers in the library.
- (c) There will be delays, possibly of several weeks, before requests for ordinary borrowing can be met.
- (d) The loan of journals to others not on the circulation list is a common failing and adds to the delay making it difficult to trace an issue quickly and often resulting in lost copies.
- (e) Failure to pass journals along within a specified time adds to confusion, unless they are passed to each person on the list by the library itself, which is often an involved process.
- (f) The duties connected with circulation may occupy as much as 25 percent of the working day of one member of the staff in an average library, and in some cases circulation is full-time job. Often special messengers are employed to deliver journals, although it is more common to depend on the normal internal postal service. In any event, it adds to the running costs of the library.⁵⁵²

All the same, since the main purpose of subscribing periodicals in a library is to provide latest information to maximum number of people, it is but desirable that some such methods should be made use of that maximum use of the periodicals is ensured. Since purchase of duplicate copies may not be possible in small libraries, periodicals may be kept in the library for a short period, say a week, so that those readers who want to make use of the latest periodicals may be able to do so.

15 9 1 3 Methods of Circulation of Periodicals⁵⁵³

15 9 1 3 1 Routing Slip Method

The first simple method of circulating periodicals is to issue the periodicals to one member of the staff who is to pass it on to

the other turn by turn without the need of returning the periodical to the library each time. One routing slip is to be attached on the title page or cover page of the periodical. This slip contains detailed instructions as regards the duration for which a particular person has to keep the periodical with him and the order of circulation *i.e.* to whom the periodical is to be circulated next. If the circle is a long one, it seems somewhat difficult to locate it.

The specimen of such a Routing Slip may be as under :—

Routing Slip

Name of the Library... ..			
Title			
Date upto which periodical will remain in the Library			
Period for which each reader can keep it... ..			
Date of issue.			
Name of the Reader	Order of circulation	Date of Return	Remarks
Alphabetical or Classified order	1		
	5		
	3		
	7		
	9		
	10		

15 9 1 3 2 Group Routing Method

Another method of circulation of periodicals which is superior in operation and location to the former is to issue a periodical to groups of readers, preferably belonging to one department or club etc. The periodical is circulated by the members of the group among themselves and on a fixed date it has to be returned to the library, from where it is issued to another group and so on and so forth. This method implies the provision of one Assistant in the Periodicals Section so that proper record may be kept.

The specimen of "Group Routing Slip" which is to be pasted on the title page or the back cover page may be as under :—

Group Routing Slip

Name of the Library... ..
 Title
 Date upto which the periodical must remain in the Library... ..
 Period for which each group or department can keep the periodical.

Name of the Reader	Name of the Deptt. or Group	Date of issue	Date of passing on to next Reader	Date of Return to the library	Initials

15 9 1 3 3 Multiple Periodicals Issue Method

In this method, many periodicals required by a particular reader, instead of individual periodicals, are issued in folders or card boxes so that these may be protected. This method saves labour but lot of delay is caused in issuing. Thus, other readers on the list are deprived of the legitimate use of the periodicals.

15 9 1 3 4 Departmental Issue Method

The periodicals pertaining to a particular subject or department are transferred to a concerned department which keeps the periodicals for a longer period generally upto the time when the volume is completed and then it is returned to the library for binding and record. The latest periodicals are generally kept in the Departmental libraries and are issued to the staff members for over-night only. This system is prevalent in Departmental libraries of various University libraries in India and abroad. Vertical Records cards may be used for circulating periodicals as suggested by Miss R. M. Jacob,⁵⁶⁴ Wilfred John Merrick⁵⁶⁵ and Miss Barbara Johnston.⁵⁶⁶

15 9 2 Research Value of Periodicals

The importance of periodicals for providing proper reference service particularly to research scholars has been brought forth by

many authorities. "They furnish articles and papers, more recent than any book on a subject, particularly in the ever-changing fields of politics, economics, science and technology. The latest ideas on any subject will be found in the periodicals literature, rather than in a book... They contain articles and papers on subjects about which the library may have no books and, particularly, on matter of local or temporary interest on subjects on which no books have yet been written. Most original scientific work is first published in a periodical... Authorities and specialists in many subjects contribute to periodicals and frequently never write books. Which persons are at work on a particular problem and the results of work already done are usually found in periodicals."⁵⁵⁷

Another important fact about periodicals is that "the amount of periodical literature available has reached prodigious proportions, and may be gauged by the fact that the largest union catalogue yet published, the Union List of Serials, records some 120,000 periodicals in its main volume, which is by no means all inclusive. The new World List of Scientific Periodicals records some 50,000 titles, and the Union Catalogue of Periodicals Publications in the University Libraries of the British Isles lists about 23,000 titles."⁵⁵⁸

15 9 3 Indexing, Abstracting and Documentation

This ever-growing phenomenon depicts a fundamental truth about the nature of libraries as enunciated by Dr. S.R. Ranganathan *i.e.* "A library is a growing organism." It has compelled librarians to find out ways and means for providing adequate and standard reference service to research scholars. These researches have brought to the fore the need of indexing, abstracting and documentation. The research scholars have got a very limited time at their disposal. They need the help of librarians and documentalists for getting requisite information about their chosen fields for research.

15 9 3 1 Indexing

An index is "A systematically arranged list giving enough information about each item to enable it to be identified and traced."⁵⁵⁹ Provision of indexing service is quite essential in a research library. It can be provided in two ways *i.e.*, by subscribing to indexing periodicals or by preparing an index in the library on chosen subjects. The following indexing journals are very useful and should be subscribed to by good libraries on relevant subjects :—

- (1) Agricultural Index. New York, H.W. Wilson, 1916—.

- (2) Bibliographic Index. New York, H.W. Wilson, 1938—.
- (3) Education Index. New York, H.W. Wilson, 1929—.
- (4) Engineering Index. New York, 1891—.
- (5) Library Literature. New York, 1933—.
- (6) Readers' Guide to Periodical Literature. New York, 1900—
H.W. Wilson, 1905—.
- (7) Subject Index to Periodicals. London, Library Association,
1916—.
- (8) Index India. Jaipur, University of Rajasthan, 1967—.
- (9) Indian Press Index. Delhi, Delhi Library Association,
1968—.
- (10) Guide to Indian Periodical Literature. Gurgaon, Prabhu
Book Depot, 1964—.
- (11) Science Citation Index. Philadelphia, Institute of Scientific
Information, 1964—.

15 9 3 2 Abstracting

An abstract is "A summary of a publication or article accompanied by an adequate bibliographical description to enable the publication or article to be traced."⁶⁰⁰ As already pointed out the number of periodicals has been increasing at a staggering rate. So, naturally, the number of articles which appear in various periodicals is, in fact, out of any body's reach, not to speak of an individual research scholar. It is essential that some abstracting agencies are established in each country. An abstracting service or agency denotes the organisation responsible for the compilation and issue of such abstracts, whatever other duties it may discharge.⁶⁰¹ Various abstracting agencies in many advanced countries of the world have been publishing about 1,000 abstracting journals on chosen subjects which must be acquired by research libraries.

The following abstracting journals should be procured by a good library :—

1. Science Abstracts, Sec. A. Physics Abstracts (1898—).
2. Science Abstracts, Sec. B. Electrical Engineering Abstracts (1898—).

3. Chemical Abstracts (1907—).
4. Biological Abstracts (1927—).
5. Mathematical Reviews (1940—).
6. Excerpta Medica (1947—).
7. Nuclear Science Abstracts (1948—).
8. Indian Science Abstracts (1965—). New Delhi, Insdoc.

15 9 3 3 Documentation

Documentation is a bibliographical service which consists of documentation work and documentation service. The former includes the collection, classification and abstracting of relevant information from various documents. The second stage *i. e.* documentation service, consists of bringing to the notice of the research scholars the relevant information and of providing the copies of the requisite reading material either in the form of a mimeographed form, micro-card, photostat or micro-film. This means that the documentation lists are published and the research scholars requiring particular articles send a request to the Documentation Centre for supplying them a copy of the requisite material. This service is a very important one since no single library can boast of acquiring all the journals published in the world. Even if a library procures all journals, it will be difficult for the research scholars to go through all these journals. Moreover, there will be language and script barriers which are difficult to be surmounted by an individual. So the Documentation Centre must also provide translation service.

The following documentation lists may be acquired by a good library :—

1. Abstracts and Index of Reports and Articles. New Delhi, Lok Sabha Secretariat, 1963—.
2. C.S.L. New Delhi, Central Secretariat Library, 1963—.
3. Current Education Literature. New Delhi, Central Secretariat Library, 1959—.
4. Desidoc List. Delhi, Defence Science Laboratory, 1964—.

5. Documentation on Asia. Delhi, Indian Council of World Affairs, 1960—.
6. Documentation on Labour. Delhi, Ministry of Labour, Employment and Rehabilitation, 1950—.
7. Documentation in Social Sciences. Poona, Jayakar Library, Poona University, 1967—.
8. Documentation List—Africa. Delhi, Delhi University Library—.
9. Documentation List—Economics. Delhi, Ratan Tata Library, 1962—.
10. Documentation List. Bombay, Tata Institute of Social Sciences, 1964—.
11. Documentation on Agriculture. Delhi, Indian Council of Agricultural Research, 1959—.
12. Documentation on Animal Husbandry. Delhi, Indian Council of Agricultural Research, 1959—.
13. Index to Literature on Science. Delhi, Research Survey and Planning Organisation, Council of Scientific and Industrial Research, 1964—.
14. Index to Statistical Literature. Calcutta, Indian Statistical Institute.
15. Indian Library Science Abstracts. Calcutta, IASLIC, 1967—.
16. Select Articles on Current Affairs. Delhi, Indian Council of World Affairs, 1956—.
17. Selected Scientific Literature. Kanpur, Defence Research Laboratory (Materials), 1963—.
18. Weekly Documentation List. Delhi, Planning Commission, 1954—.

Besides the above-mentioned Local Documentation Lists, a library should subscribe to the following national, regional and international digests :—

1. Keesing's Contemporary Archives. Bristol, Keesing's Publications Ltd., 1931—. Weekly.

2. Asian Recorder. New Delhi, 1955—. Weekly.
3. Africa Diary. New Delhi, Africa Publications (India). 1961—. Weekly.
4. Africa Digest. London, Africa Publications Trust, 1953—.
5. Commonwealth Digest (Formerly, Commonwealth Digest and World Economic Review), London, 1947—. Monthly.
6. The National Diary. Calcutta, 1964—. Weekly.

In short, all efforts should be made to supply relevant materials to readers without any loss of time on the part of readers as well as staff members of a library.

16 0 Introduction

THE books are displayed on the shelves and a Reference desk is provided so that readers may get guidance for selecting their reading material. A competent and sympathetic staff is provided so that reading interest of readers be aroused and efforts be made to sustain it for as long time as it is possible. The books may be used within the library premises but all persons who are animated with the desire of reading may not be able to find out so much spare time that they can sit in the library for reading purposes. All persons are busy throughout the day in their respective vocations for earning their livelihood. The students are busy in their classes in the day-time. The question arises as to how the library resources can be utilized properly. Are the books to be preserved ? Should these be allowed to be read out of the library premises so as to quench the thirst for knowledge of those persons who cannot devote enough time for reading the books in the library premises ? Moreover, would it be physically possible to provide enough space for accomodating thousands of readers who will have to come to library if they know that they cannot take home the books for reading purposes ? Would it be economical ? All these implications of not allowing the books to be issued out for home reading suggest the need for some device by which the urge

for reading is fully satisfied without sacrificing any fundamental principle.

Since olden times, in order to solve these formidable questions the issuing of books for home reading has been resorted to. "Of all library activities, the circulation of books for home use represents by far the major public service provided by the American public library."⁵⁶² In fact, all activities and processes are gone through so that lending out of books is facilitated. "The circulation function in libraries involves every use of library materials and the successful performance of the function is a measure of the effectiveness of all other duties to which librarians devote themselves. The best equipped library located in the most modern plant and staffed with the most capable librarians would be a mausoleum of recorded knowledge if the circulation function was omitted. The processes and services which result in bringing users and library materials into productive relationship is the circulation function in libraries."⁵⁶³

The old methods were rudimentary and primitive according to the needs of the time but with the increase of readers and with a change in the concept of librarianship and libraries, it was felt that some satisfactory methods should be devised for facilitating the better use of books. Various charging methods have been discussed in detail in chapter 18 of this book.

The Circulation work involves the following procedures :—

1. Registration.
2. Loan Procedures.
3. Overdue charges.
4. Reservation.
5. Renewals.
6. Records.
7. Statistics.
8. Inter Library Loan methods.

16 1 Registration

As already pointed out, for putting the books to better use, the books may be allowed to be taken home for reading. The question arises as to whether there is any necessity of keeping some

record of those persons who want to get books issued. Should we issue books to all persons without making note of them? Will it be economical or will it present any problem?

The first objection to the liberal view that any book may be given to any reader without any record is that books are a public property and the librarian is accountable to the public authority for the disposal of books for which the public authorities have spent a lot of money. Even if we adopt the liberal view, it will be difficult to satisfy the demands of all readers if we do not keep any account of the books lent out. One book may be required by many readers and if the issued book is not got back, the other readers may not get the same book unless new copies of the same book are procured immediately for which unlimited funds are required but these are unfortunately not available in abundance.

16 1 1 Purposes of Registration

1. *To know the borrower.* It is essential to know the whereabouts of a borrower because in case he does not return the issued book, he may be reminded to return the book. "This involves a contractual relationship between the library and its patron, a responsibility on the part of the library to safeguard the property entrusted to it and the protection of the rights of other individuals in the community who may wish to use the materials."⁵⁶⁴
2. *To have dependable statistics for measuring the usefulness or effectiveness of a library to the population of the area served by it.* "The principal data upon which the library depends in measuring its social significance to its patrons are the number of volumes circulated and the number of borrowers served during the year."⁵⁶⁵
3. *To know the general characteristics of the borrowers.* Whether they are young or old, male or female, officials, businessmen or peasants? Do they belong to rural or urban areas, lower, middle or upper classes?
4. *To know the utility of the library to the people of the area, its services and its demands.* These figures can also be used to compare the services rendered by one library in comparison with other libraries.

16 1 2 Registration Procedure

Keeping in view the purposes of registration, the registration procedures should be thought out. In other words, the permanent record which can be used easily should be kept. The generally accepted procedures include the filling of a membership form; preferably in 5"×3" card form which will contain the would-be member's name, permanent and present address, occupation and the name and address of the guarantor. A specimen of the membership form is given below :—

Recto

To The Librarian, ...	Membership No. Category Date of expiry (For office use only)
Sir, Kindly enrol me as a member of your library. I mention below all my relevant particulars. I promise to abide by all library rules which may be made applicable from time to time. I would be liable to pay any dues, which I may owe due to my negligence or infringement of library rules. I am not already a member of this library in any capacity. Name (Block letters)..... Present Local Address Class/Roll No..... Department/College/School..... Permanent Address..... Signature of the Guarantor. Address. Signature of the applicant.	

Verso

(For office use only)	
Receipt No. and Date (For Cash Deposit, if any)	
.....	
Particulars checked and found in order.	
(Initials of the Counter Assistant).	
Librarian's Orders... ..	
Date of enrolment... ..	
Signature of the applicant with date... ..	
Date of cancellation of the card and reason thereof... ..	
.....	
Clearance certificate issued on... ..	
Refund of cash deposit, if any... ..	
Initials of the Assistant.	
Librarian's Signature.....	

As already mentioned, these application forms should be in the form of 5"×3" cards so that these may be arranged in a tray alphabetically. In this way, it is easier to find out any information regarding a member. If these application forms are kept in a file, it is difficult to consult the same because every time a new member is enrolled, the order in the file will be disturbed if it is to be maintained in an alphabetical order. If it is not kept in an alphabetical order, it becomes difficult to consult. Some libraries maintain this record in a register form just like an accession register. It is difficult to consult it. But some libraries prefer to keep a duplicate record *i. e.* on cards and registers. This can be resorted to in special circumstances provided staff is enough. Otherwise, it will be merely a duplicate record and may not serve any useful purpose.

In some libraries, a prospective member is asked to deposit a cash security. This may be resorted to where either a guarantor is not available or where the cost of the book exceeds a certain limit. Some libraries insist on depositing cash deposit in addition to the guarantee. This system, it has been amply experienced, puts a damper upon the enthusiasm of the prospective members to enrol themselves as members of the library and thus the library is not used to the extent it should be used. In foreign libraries, even the condition of guarantee is waived in many cases. To increase the use of the libraries, it is desirable that the condition of cash deposit should not be insisted upon, rather it should be made an alternative in case of persons who cannot get a guarantor. In this case, a separate cash security register should be maintained.

Each member is allotted a membership number. It is quoted often in many cases. This number is allotted in a consecutive manner. It is easier to know the number of members at any time. A proper record should be kept of those members who have ceased to be the members of the library because it is desirable to know the number of active members at a time. For this purpose, it would be useful if fresh members are enrolled every year. In case of students in a school/college/university, it would be better if they are enrolled for the period they are normally expected to be in the institution. At the time of cancellation of membership, a proper record may be kept on the application form. In subscription libraries, prospective members have to pay a subscription fee at various intervals, may be monthly, quarterly, half-yearly and sometimes yearly. A subscription register should be maintained for this purpose. The subscription libraries are now becoming the things of the past.

After a person is enrolled as a member, he is given a membership card or membership-cum-identity card alongwith as many membership tickets as are given to him according to his category and as are required under a specific charging system. The member is now eligible to draw books.

16 2 Loan of Books

There are different systems of lending books. These are explained in chapter 18 of this book. In case of open access system which is now becoming more and more popular, a member is allowed access to the shelves. He makes selection of books either

by consulting the catalogue, the Reference Assistant or by browsing amongst the books on the shelves which are generally arranged subjectwise.

16 2 1 Charging Procedure

A member takes out the books from the shelves and takes them to the issue counter for getting them issued in his name. It is better if the member presents the books alongwith his membership card and tickets in such a manner that the Due Date Slip and Book Pocket alongwith Book Card are visible to the Issue Counter Assistant. The Assistant after verifying the *bona fides* of the member makes necessary records in accordance with the specific charging system followed in a particular library. The Counter Assistant takes out the Book Card out of the Book Pocket and keeps the Readers, Tickets and Book Cards in juxtaposition in a charging tray, especially prepared for the purpose, behind a date guide. The Book Cards which contain the Call Numbers and Accession Numbers of the book alongwith other requisite information about the book are arranged behind a date guide in a classified manner. In some libraries, particularly public libraries, these cards are arranged accessionwise. The Membership card/Membership-cum-identity card is generally returned to the member alongwith the books. The due date/date of issue is put on the Due Date Slips either by a rubber stamp or by pen. The reader is allowed to take the books now. In open access libraries, one check counter is maintained where all the books issued are checked at this counter in order to check as to whether the books which are being taken out of the library premises have been issued properly or not. In closed access libraries, the members have to give a requisition slip. After some time, the reader comes to the counter and presents his membership card alongwith the membership tickets. The same process of issue is followed as is followed in case of open access libraries.

16 2 2 Discharging Procedure

The member after reading the books comes back to the library for returning the books. He presents the books at the Return Counter of the Library in such a manner that the Due Date Slip pasted in the book is visible. The Counter Assistant after ascertaining the due date/date of issue from the Due Date Slip locates the

corresponding card from the charging tray by looking up the cards behind the relevant date guide. The Call Number or the Accession Number is looked up and the corresponding cards are traced out from behind the particular date guide. These Book Cards along with the Readers' Tickets/Membership Cards are taken out of the charging tray and the book cards are slipped into the book pockets and the membership tickets are handed over to the member. Before the membership card/ticket is returned, the Counter Assistant makes sure that the book has been returned on the due date and no overdue charge is to be paid by the member. In case, the book has not been returned in time, the overdue fine is charged from the member before the membership ticket/card is returned to him. When the membership ticket/card is returned to the member, it is presumed that the member has been absolved of the responsibility. In case there is lot of rush on the Return Counter, the Counter Assistant after locating the relevant card from the charging tray returns the membership ticket/card to the member after verifying that the book has been returned in time. The slipping of the book card is postponed for the time being and it is completed at some leisure hours. This system is called *Delayed Discharge*.

16 2 3 Overdue Charges

An overdue charge is traditionally levied for those books which are returned after due date. Some people consider it as a primitive charge and denounce it while others consider it essential. They argue that in order to ensure that the books are returned in time and other members are not put to a disadvantage, some kind of punishment must be sanctioned and that monetary levy is the most appropriate and effective remedy. There are others who suggest that, no doubt, monetary levy is effective but the main purpose of levying this charge is to regularize the issue and return of book. This can be achieved by disallowing the issue of books to the defaulter readers for a certain period. This kind of arrangement can be successful as has been demonstrated by many foreign libraries.

If monetary charge is levied for returning the books after due date, care should be taken that it does not take the shape of punishment. It should serve as a dissuading measure by which readers return the books at the proper time. The charge should be just a

token amount, because it can neither become a source of revenue nor it should be considered as such.

In case such overdue charge is levied, the question of realization presents many problems. Whether a regular receipt in token of its collection should be issued or a Conscience Box be used for this purpose. This depends upon the cost accounting done by taking into consideration the staff time spent and the amount to be paid as salary for the person who issues such receipts as compared to the amount realized as overdue fine. It has been experienced that in big libraries, some sort of Conscience Box is introduced. A Conscience Box is a contrivance by which the defaulter member puts the amount of overdue charge in coins as determined by the Counter Assistant in a box which is locked and has got a hole on the upper side cover and no receipt is issued. The coins are collected in the evening and the amount is entered in the cash book of the library. The most important consideration which should be taken in this respect is that overdues should not be named as fine. Rather, it should indicate that due to not returning the books in time, the defaulter pays a little amount for his wrong.

16 2 4 Reservation of Books

Due to general awakening and increased interest in reading amongst the general public and the increased emphasis on research and western impact on teaching methods, the demand for books has increased tremendously. Many books, especially text books and other related reading materials, remain in great demand. The libraries are incapable of meeting all the demands of the readers due to stringency of funds. Due to this reason, an adequate number of copies of certain books cannot be purchased. If the requisite number of copies are purchased, it is feared that other standard and essential books may not be purchased because of limited funds. Similarly, new and controversial books are in great demand. Moreover, the demand for text-books and new and controversial books is very much temporary because when the examinations are over or when the controversy is over or subsides, the demand also slackens and if as many copies as are required by the readers at one time are acquired, it, though theoretically, fulfils the implications of the Second Law of Library Science e.g. 'Every reader his/her book' but it will violate the Third Law of Library Science e.g. 'Every book its readers' because after

some time, most of the copies of such books will become idle and will curse the librarian for not putting them to best use.

The librarians have rightly thought out a proper method to control this situation. It will avoid unnecessary wastage of money and will fulfil the legitimate demands of the readers also. This method is known as 'Reservation of Books'. Dr. S. R. Ranganathan calls it 'Bespeaking work'. This system will, in addition, check the unsocial habit of certain readers and members who somehow or other corner the books by keeping them issued in their names.

16 2 4 1 Reservation Procedures

When readers or members find some difficulty in getting particular books in a library, they are directed by the librarian to get such books reserved. The following procedure is followed for this purpose :—

The reader in need of a particular book gives in writing the particulars of the book on either a slip of paper alongwith his address or he fills up a printed card and hands over the same to the Counter Assistant. This reservation card is generally self-addressed and self-stamped so that the intimation may be sent to the concerned reader whenever the book is returned. The specimen of such a card is given below :—

Reservation Card

RECTO

Call No.

Acc. No.

Author.....

Title

To

The Librarian,

.....

.....

Dear Sir,

Kindly reserve the above-mentioned book for me and inform me as soon as it is available for issue.

Yours faithfully,

(Signature of the member.)

Dated...

VERSO

Dear Sir,

Stamp

Please collect the book the particulars of which are given on reverse upto.....otherwise it will be issued to other members.

Address
of the
member.....

Librarian.

'Reservation Slip'

Call No.....	Author.....	Acc. No.....
Title.....		
Issued currently to		
Address :		
Due date of return		
Date of reservation... ..		
Date of receipt of the Book		
Date of sending intimation to the reader for issuing the book.		
		Librarian/Deputy Lib./ Circulation Incharge.
Assistant.		

On receipt of this bespeaking or reservation card, the Issue Counter Assistant puts this card in a tray meant for the purpose. At the appointed time on each day, the Assistant, by looking up the Call Number, Author and Title of the book locates the book card from the charged tray. It is a time-consuming job and so, for speedy work, the library must ensure that the arrangement of the cards in the charged tray is classified and that there are as few sequences of the cards in the charged tray as are possible because otherwise it will be a very difficult job.

After locating the particulars in the charged tray, the Assistant fills up the columns of the Reservation Slip and attaches the same with the book card of the reserved book. The Slip should exhibit in bold letters the words 'Reservation Slip' and this should be attached with the book card in such a manner that the words 'Reservation Slip' or 'Reserved' should be projecting. It should be visible easily and the relevant card is filed at the same place from where it was taken out.

The Assistant at the Issue Counter sends the reservation card mentioned above to the member who got the book reserved and makes a note to this effect on the Reservation Slip which is lying in the book pocket of the reserved book. The said book is placed in the sequence 'Reserved Books' in a classified manner.

If the reader presents the 'Reservation Card' within the stipulated date or sends a letter requesting the extension of time due to certain tangible reasons, the Counter Assistant issues the book to the reader or replies in the affirmative or negative, as it is thought fit. If the reader does not turn up for getting issued the book or his request for extension of time is not accepted, the book, if reserved by other readers, the reservation card of which will also be found in the book pocket of the book at number 2, is informed accordingly and same procedure will be followed as is given above. If the book has not been reserved by other readers, the book is sent to the shelves for shelving purposes.

16 2 5 Renewal of Books

Some books are required by readers time after again, because they may require it constantly or that the books being lengthy, may require more time for studying them thoroughly. The books are to be put to maximum use constantly as is enjoined upon by the First and Third Laws of Library Science. Moreover, there is no harm if books are re-issued to the same members when the particular books are not in demand. But care must be taken to ensure that the demand of such readers must be genuine. In other words, the books should not be renewed at the expense of other genuine readers. The demand of other readers can be ascertained from the reservation cards received by the Counter Assistant. In certain special cases, if the expediency demands and if the demand of those readers whom the particular books have already been issued is found genuine, the departure may be made and the books may be re-issued. "Agree to a long period loan only if

- (a) the book is of a type for which there is not general demand ;
- (b) the reader needs it for a serious purpose ;
- (c) he agrees to return it to the library within twenty-four hours of receiving a request for it."⁵⁰⁶

16 2 5 1 Renewal Procedures

The renewal of books can be effected in the following ways :—

1. By presenting the books in person.
2. By post.
3. By telephone.

1. If the books are physically brought in the library and a request for renewal is made, these are reissued after locating the Book Card of the concerned book. New due dates are put on the Due Date Slip and the Book Card. The book is returned to the member and the Book Card alongwith the reader's ticket is placed in the charged tray behind a new due date guide.

2. If the request for renewal of a particular book is received by post, the relevant book card is located from the charged tray by ascertaining the call number from the letter of request which has been received by the Counter Assistant. The new due date is put on the Book Card of the relevant book and a reply is sent to the member concerned with a direction that new due date be put on the Date Slip of the concerned book. The Book Card of the renewed book is put either under the new due date guide with a dummy card which should bear the new due date against the old due date or the book card duly marked with the words 'Renewed until..... (Date)' is put behind the original due date guide.

3. If the request for renewal is received on telephone, the message is noted down and the reader is told to ring again. He is informed that he will be told about the renewal within a few minutes. This message is sent to the Counter Assistant who follows the usual procedure and sends back the requisite message to the librarian and requisite remarks are put on the book card. If the telephone is on the issue counter, the reply can be given immediately by locating the book card from the charged tray. If some overdues are to be paid, the reader is told about the same and is directed to deposit the same within few days. It may be stipulated that the renewal would be valid only if the overdues are paid on the stipulated date. "In Dunedin, New Zealand, borrowers renewing by phone are given a renewal number of which a record is kept at the library and are asked to write this number on the date slip. This is a safeguard

against a borrower's claiming that he renewed by phone a book now overdue."147

4. If the member visits the library personally but does not bring the book to be renewed, the procedure that of renewals by post or telephone is followed, except that some kind of token signatures may be had from the member, if necessary.

16 2 6 Overnight Issues

In every library, there are certain books whose issue is to be restricted because these are required in the library at all hours. In other words, some books are such that these may be required in the library premises for consultation at any time, so these are not issued out. These are used as reference books, but these are not reference books in the strict sense of the word. For example, text books which are generally kept in a 'reserved section' are not reference books but these are not issued out on normal conditions. But because books are to be put to maximum use and every reader is to be given his requisite book, it is thought proper to devise a method by which the readers may be enabled to read the required books. This method is known as 'Overnight issue of books'. - In this method, books are issued at the time of closing the library and the readers are asked to return the books within half an hour of the opening of the library on the next day. Another condition for the issue of such book is that if it is not returned within the stipulated period a special overdue charge at enhanced rate may be charged. In some cases, the membership card/identity card of the member is kept in the library when such a book is issued for overnight and if he does not return the said book on the next day, he cannot get any other book issued on his membership/identity card.

16 2 7 Miscellaneous Loans

16 2 7 1 Postal Loans

Some readers who reside out of station, if enrolled as members, may be allowed to borrow books on special terms. These include the payment of postal charges to be incurred for sending and receiving the books. The books are issued for a longer period, say, for a month or so, so as to cover the period which is bound to be spent in

transit. This is a very reasonable and practical solution to help the outstation members.

16 2 7 2 Loans to Staff

Though in every library, staff members are provided certain special privileges. These include issue of more books, exemption from the payment of overdue charges and issue of new books before these are issued to other members. The staff members may be allowed such privileges but certain restrictions such as limit of number of books to be issued, the shorter period of issue and the obligation to return the new books immediately when demanded should be put. The same conditions may be put for other privileged members.

16 2 7 3 Loan of Pamphlets and Magazines etc.

Though ephemeral materials are not generally issued out but on special conditions, these may be issued out for a very limited period. Since these pamphlets do not contain enough stiff paper cover, a proper binding is required otherwise there remains a danger of their early wear and tear. These pamphlets are processed just like books.

16 2 7 4 Returning Books at Another Service Point

Though, strictly speaking, books must be returned at the counter wherefrom these were got issued because in the absence of proper record at other service points it will be difficult to find out the defaulters nor overdue charges can be calculated. This system will prove very costly. In this system, temporary receipt can be given to the reader who can get another book from the same library from which he originally borrowed the book. In England, some library systems allow such practices. The books returned at other branch libraries though borrowed from the central libraries, are returned on telephone to the latter and these are collected by the travelling vans of the central library whenever it visits during the week.

16 2 7 5 Inter-availability of Tickets

A person who is a member of one library system of a city and goes temporarily to another city may want to use the library of that city. On the production of the membership ticket of the library of which he is a member, the other library issues him books.

Similarly those persons who are members of the latter library, are allowed to draw books from the former library. This system would be known to have inter-availability of tickets. It is based on reciprocity. This system is very useful because when people go on holidays for few days, they can make use of the library services without any difficulty. It will, no doubt, to some extent entail an extra precaution, labour and expense on the part of libraries.

16 2 7 6 Transfer of Books to Branch Libraries

Those library systems which have got branch libraries and where all book purchases and their technical processing are centralized at the central library, must devise some methods by which the books can be sent to the branch libraries and a suitable record can be kept for that purpose. The same problem is faced in a University's central library and its departmental libraries. The loans of books to the Branch and Departmental libraries are of two kinds, *i.e.* 1. Permanent Loan. 2. Temporary Loan.

All essential reference books and classics and standard works on various subjects should be transferred to the Branch and Departmental libraries permanently. These may only be replaced by new editions, whenever found necessary. Other books which include books on fiction, biography, and general and current topics should be transferred temporarily and these may be sent to various libraries in rotation. The rotation period may be about six months or so. The records of such transfers can be kept on the shelf list cards by marking these with the transfer numbers. Their book cards should be kept on the issue counter in a separate sequence so that it can be ascertained as to how many books and which books are with a particular library at any time. In the alternative, a Transfer Register may be kept in which all the particulars of the books transferred may be entered datewise under various Departments or Branch libraries. This system is not scientific because it will be difficult to trace out the particular books as the entries in the Transfer Register would be datewise and not in a classified order.

19 2 8 Inter-Library Loan Methods

(The Fifth Law of Library Science implies that a library is a growing organism which means that all its component parts grow constantly. Books, which constitute an important element of a library,

are published every year in increasing numbers and if every library wants to purchase all these books, it requires tremendous amount of funds and space which are unluckily not available and it becomes difficult to control them. An alternative to this situation is the organisation of various kinds of libraries such as National, State and other kinds of libraries. Each kind of library is charged with a specific duty and the division of functions and responsibilities is effected. (This implies that each library remains dependent upon each other for fulfilling the needs of its clientele. This can be achieved only if books of a library can be issued to the members of other libraries. (For this purpose, the first pre-requisite is the provision of union catalogues of books covering various subjects and areas. By consulting these catalogues, the location of particular books can be determined.

As mentioned above, the readers of various libraries when in need of certain books which are not stocked by their libraries, request their librarians to help them to get these books because the readers cannot get books from the other libraries unless and until they enrol themselves as members. Every person cannot become a member of all the libraries due to certain restrictions. Moreover, rare books and manuscripts cannot be issued to ordinary members. Some such method is to be devised by which the reading material of any kind may be made available to the readers at any place. This method is known as Inter-Library Loan. By it various libraries mutually agree among themselves to issue books to each other on certain conditions.)

16 2 8 1 Conditions of Inter-Library Loan

(The Inter-Library Loan system implies co-operation among various consenting libraries. "The purpose of Inter-Library Loans is to make available for research and for serious study library materials not in a given library, with due provisions made by the lending library for the rights of its primary clientele."⁵⁶⁸ Further, it must be made clear that "Inter-library loan service is a courtesy and a privilege, not a right."⁵⁶⁹) The borrowing of books on inter-library loan costs much as has been demonstrated by the Columbia University Libraries' findings that "It has cost them \$ 2.70 per volume to borrow, and \$ 1.27 to lend."⁵⁷⁰ The question arises as to whether the cost of such borrowing and lending must be charged from the readers or not. It may be charged from the readers, if not in full, at least about 50% because on the one hand, "Libraries are generally

hard pressed to find appropriations which would eliminate this fee. It has also been thought that the existence of the fee will discourage unnecessary borrowing."⁸⁷¹

Dr. S. R. Ranganathan in his book 'Library Administration'⁸⁷² has given in detail of those conditions which must be agreed to between the co-operating libraries. The IASLIC has recently drafted an Inter-library Loan code for libraries. It is almost similar to that of Dr. Ranganathan. Dr. Ranganathan for this purpose divides the subject, as under :—

16 2 8 1 1 Prohibited Books

1. Books costing less than three rupees unless they are technical or specialist publications or they are more than five years old. (A limit of three rupees may be raised to five rupees due to the increase in the cost of book production.)
2. Text Books and other allied publications required for examination purposes.
3. Fiction, reference books and loose numbers of periodicals.
4. Those books the copy/copies of which are already available in the borrowing library.

16 2 8 1 2 Rights and Duties of Co-operating Libraries

Rights of the Lending Library :

1. The issue of the following types of books may be postponed :—
 - (a) Books of recent editions with local demand.
 - (b) Books with unusual temporary demand.
2. Special condition may be specified.
3. Loans may be refused without any reason.

16 2 8 1 3 Duties of the Borrowing Libraries

1. The borrowing library must produce a certificate that it has got no copy of the publication requisitioned by it.
2. The borrowing library will have to pay the to and fro charges and other incidental charges. (The libraries agree to share these expenditures i.e. one Library may pay the sending charges while the other may bear the charges of returning the same.)

3. The borrowing library will have to be responsible for the safe custody and return of the borrowed book. If there is any damage, injury or loss, the borrowing library will have to make good the loss.

4. In case a book belonging to a set is lost or damaged, the borrowing library will have to replace the whole set, if required to do so.

5. The borrowing library has to abide by the other conditions imposed by the lending library e.g., if asked to send a list of members who have used the lent book, the borrowing library must provide such a list.

6. The borrowed books are generally to be consulted within the library premises, especially if the books are rare ones.

7. The books must be returned within the stipulated period of loan. The books may be got renewed well within time, if these are required for some time more.

16 2 8 2 Inter-Library Loan Routines

A member of a library who wants to get a book from another library on inter-library loan has to apply on an application form to its own library and has to deposit a sum of about Rs. 10/- to cover the postal and other charges for getting and sending back the book in question. The borrowing library, by consulting the requisite Union Catalogue and the individual catalogue of the other library, locates the availability of the book in question. If not found in this way, a circular letter is sent to various important libraries of the country with whom the book may likely be in stock. On receipt of a reply, a requisition letter is sent to the library possessing the book in question for the loan of the book either per V. P. P. or per registered post. The Inter-Library Loan Committee of the Association of College and Research Libraries has recently introduced a standard multiple-unit request form.⁵⁷³ "The advantages of this standardisation are apparent: a saving in typing and filing time, speed-up in the lending operation, and general uniformity."⁵⁷⁴

On the receipt of the book, the borrower is informed accordingly. If the book is other than a manuscript, rare book or a periodical, it is issued to the borrower for home reading for a limited period,

say, for ten days only, otherwise he is informed that he may consult the book within the premises of the library.

(After it has been duly read through by a reader, the book is sent back under registered or insured cover, depending upon the value and kind of the book. The cost of all such processes is calculated and the balance is paid to the borrower if the expenditure was lesser than the deposit amount. In case the expenditure has exceeded the deposit amount, the borrower is asked to pay more so as to make good the deficiency. A proper account is kept for every such borrower. It would be better if accounts are maintained in a ledger.)

16 3 Circulation Statistics

The maintenance of statistics is of utmost importance because without these, reliable records cannot be prepared and an Annual Report presented without these statistics will be incomplete. The detailed account of circulation statistics is given in the chapter on 'Library Statistics'.

16 4 Circulation Records

The maintenance of circulation records is very important because these become the sound basis for preparing various comparative tables. These ultimately serve as reliable sources for drawing a conclusion and comparison of the services of one library, with those of the other. The detailed account of circulation records is given in the chapter on 'Library Records'.

16 5 Administration of Circulation Services

The Head of the circulation services must be aware of the work to be performance in the section if efficient work is to be ensured with minimum input. The following may be the functions of a circulation department :

“1. The staff must have familiarity with the holdings of the library ;

2. The staff should have a knowledge of the needs and interests of the users ;

3. It should have an appreciation of the techniques employed in carrying out the service policies of the institution ; and

4. It should have a willingness to co-operate with the other departments of the library."⁵⁷⁵

It is true that the organisation of the circulation services mainly depends upon the kind and size of a library. It is, again, correct to state that each kind of library has got specific needs and purposes. So the organisation provided for each library must necessarily reflect these facts. The administrative head of the circulation services should always keep in his mind that the end of college, university and research libraries is to help and advance the instructional, curricular and research programmes of the parent body whereas the special libraries exist for ensuring the successful implementation of the programme of the business or the profession. In case of public libraries, the aim is :—

“To facilitate informal self-education of all people in the community.

To enrich and further develop the subjects on which individuals are undertaking formal education.

To meet the informational needs of all.

To support the educational, civic and cultural activities of groups and organisations.

To encourage wholesome recreation and constructive use of leisure time.”⁵⁷⁶

The circulation desk is considered to be the hub centre of all activities of a library and the popularity and prestige of a library is measured by the services rendered by the circulation staff. It is true because a majority of the readers have to deal with the circulation staff. They naturally arrive at various conclusions by the treatment which their demands receive at the hands of the circulation staff.

For any librarian to be worthy of his name, it is an essential duty that he must have knowledge of the stock of the library and its whereabouts. Though it may be physically impossible for a librarian to remember every title which is received in the library but this can be ensured by the maintenance of proper library tools such as catalogues, shelf lists and issue records. The circulation section must be able to inform the readers as to whom a particular book is at a particular moment. This can be ensured by the maintenance of proper and foolproof circulation record. Moreover, the urge to know

the holdings of a library is a passion which can surely be found in a conscientious and efficient librarian.

The circulation staff members should, besides knowing the holdings of a library, acquaint themselves with the tastes and needs of readers, so that they can help in the right type of book selection. This can be ensured if some record of the needs and suggestions of various classes of readers is kept regularly. The circulation staff should have the capacity to adjudge the effectiveness or otherwise of the techniques used in the circulation department for carrying out the service policies of the library. This is essential because by this awareness on the part of the staff members, efficient techniques can be taken resort to.

The circulation staff should, in order to fulfil the aims of the library in general and those of the circulation department in particular, co-operate with other departments of the library. In other words, it must gather and pass on requisite information to the readers and the staff.

"The Chief administrator in the department must see that sufficient instruction is given to accomplish the tasks outlined above. The achieving of this goal requires a careful analysis not only of duties but of personnel if satisfactory assignments are to be made. Each new staff member must be given a clear understanding of working conditions, work week, weekly schedules, vacation and sick leave benefits, regulations regarding time lost by tardiness and other causes, social security and the availability of hospital and surgical benefit plans. The level of public service depends upon the punctuality of staff members and their careful carrying out of all assignments." ⁵⁷⁷

The maintenance of a staff manual in the circulation department is most desirable because such manual would serve as a ready guide for each person. It contains the outlines of circulation procedures followed, specimens of all registers, cards and forms used in the section and the administrative, technical and procedural decisions taken from time to time. Regular staff meetings of the members of the circulation department are most desirable because certain hurdles and misunderstandings about procedure can be ironed out and a proper re-orientation can be provided to all the staff members of the department.

The administrator must devise such automatic methods by which various kinds of statistics are kept regularly and proper accounting is done in order to know the cost of providing a particular unit of service in the circulation department. The Circulation Chief should organise the circulation services in such a manner that the professional, clerical and repetitive jobs are kept separate and are assigned to professionals and clerks respectively. "The routine work of charging and cancelling books, filing cards, shelving books, as well as the handling of reserves, overdue, and renewals can best be assigned to the clerical staff. The professional staff should be engaged in establishing policies, working with and advising the users, improving relations with the public or in case of the college or University, with the faculty and departments. The supervision of the staff and maintenance of good inter-departmental relations within the library are key responsibilities of the professional worker."⁵⁷⁸

The administration of circulation services involves the provision of proper public relations service to the readers. This service implies the interpretation in the right perspective of the policies of the circulation department, because it is found that mishandling of certain individuals mars the prestige of a library. For example, a reader objects to the levying of a delay fine. It is the duty of the public relations officer of the library, who is in many cases none but the Chief of the circulation services, to advise in a plausible manner about the necessity and advisability of levying a delay fine. Similarly, in case of mutilation and loss of books, the charging of the price of books injured or lost must be properly justified by telling the readers that in case somebody else had injured or lost a particular book required by him and if the same book was not replaced, he would have been deprived of the book in question. In short, "the administrator of the public service unit must have the training and experience necessary to evaluate the latest technical advances, to establish satisfactory policies for the use and the care of the book collections, and to select and supervise the staff required for this job. Above all he must have the ability to instill in his staff those qualities which make the library a dynamic institution. Much of his concern will involve him in the supervision of routine, it may be even more difficult for him to preserve his sense of the human equation."⁵⁷⁹

17 0 Introduction

AN organisation to be run successfully and efficiently requires certain principles. These must be followed by its members so that the desired results may be achieved without any hindrance. A country to be administered properly requires a constitution. The rules lay down the privileges and duties of the members of an organization so that they may know their limits precisely and there may not be any confusion. These rules and regulations serve as a guide to the dealing public. In the absence of such rules, it may be difficult for an organization to meet the demands of the public. Freedom without any limits cannot be called freedom because a person who claims freedom to himself to do any act which is injurious to the freedom of another person will devoid the other person of his freedom. So 'rights imply duties' and 'vigilance is the price of freedom'.

These axioms and truths equally apply to the world of books and libraries. The libraries and books are meant for use and if no rules are laid down, the books, instead of being put to proper use, may be misused and thus may kill the very purpose of the libraries. A set of rules is an essential part of an administrative machinery. These, besides serving as a guide to the readers

become instrumental in acquainting the readers as to the kinds of services which a library is capable of providing to them.

In case of any dispute, the rules serve as a sure media for an easy settlement. These rules clearly state the powers and duties of the library staff members *vis-a-vis* the readers.

17 1 Library Rules

The library rules should be few, simple, flexible and plausible. If the rules are too many, the readers may not be able to keep in mind all the rules and the purpose of making rules will be marred because the readers will not be able to adhere to the rules due to their multiplicity. The language of the rules should be expressive and legalistic. The readers, being laymen, may not be able to understand highly technical words. Flexibility in rules is essential for the reason that an organization frames certain rules to facilitate its working. In fact, rules are a means to serve an end. The rules should not become the master, but should remain the servants of an institution. So the Librarians must be given discretion to mould the rules in certain urgent situations. Suppose we make a rule that 'no reference book is to be issued out'. If a person who is very busy wants a reference book for home use, there are two courses open to the Librarian. He has to pick up and choose by taking into consideration urgency and expediency of the occasion. If he thinks that the book is required for official purposes, it must be issued. If it is required for private use, it should be issued only if a duplicate copy of the said book is available, otherwise it may be issued for a day or two, keeping in view the frequency of use in the library.

The rules should be reasonable and plausible, otherwise rigid rules, especially in democratic countries, will not last long since any rule without sound public support becomes a dead letter. The rules should appeal to be reasonable to an ordinary man.

'Antiquated and needless restrictions' should not be insisted upon.⁵⁸⁰ The following rules, for example, besides putting unnecessary restrictions on the readers, become instrumental in repelling readers from visiting libraries :—

1. That nobody is allowed admission to the library unless he produces a membership card.
2. That no book will be re-issued except when presented physically.

3. That only 4 books can be taken for reference purposes.

These examples provide a clear proof of the antiquated nature of library administration. The modern enlightened library administrators do not put such unwanted restrictions on the readers.

One copy of the rules should be provided to the borrowers so that they may refer to these rules if necessity arises. It is better if important rules such as period of loan and the rate of over-due charge are got printed on the reader's tickets or pass books, as the case may be.

The rules must be couched in a concise and precise language and must be framed by an expert draftsman. These must be checked thoroughly by a sub-committee and the library committee in its meeting must discuss every rule at length by taking into consideration the merits and demerits of each rule.

The library rules must provide enough autonomy and discretion to the librarian. He is a person who has actually to run the library. He knows the difficulties of the readers and staff members and he alone can appreciate the points of view of both the parties.

The library rules should be enforceable as law, if necessity arises. Suppose a reader damages a valuable set deliberately, it is but natural, that he must be duly punished like other criminals.

No hard and fast rules should be made for admission of readers to the library. For example, in many libraries in Great Britain and India, children below 15 are not allowed access to the library since they are considered to be irresponsible. This discrimination is uncalled for. In its place, it should be left to the Librarian to use his discretion in this matter.

17 1 1 Model Rules

A set of model rules is given below. The explanatory notes are given in the end of this chapter.

1. *Name of the Library and Place.*

2. *Working hours.* The library shall remain open to the public on all working days except on National and Gazetted holidays as under :--

Summer	...	7 a.m. to 8 p.m.
Winter	...	9 a.m. to 9 p.m.

Provided that the library committee may fix any working days and hours from time to time.

The issue counter will be closed half an hour before the closing hours.

3. Admission to the Library.

(i) All persons may be allowed admission to the library provided that the Librarian may at his discretion refuse admission if he considers a person either of unsound mind, intoxicated or otherwise shabbily dressed. The decision of the Librarian or the next senior officer of the library in the absence of the Librarian shall be final in this matter.

(ii) Every person who enters the library shall sign the gate register in token of his acceptance to adhere to the rules of the library.

(iii) All personal belongings except purses and note-books shall not be allowed to be carried with the readers beyond the issue counter. These shall be deposited at the property counter.

(iv) Pets such as dogs, cats, snakes etc., shall not be admitted to the library.

(v) The readers shall keep silence within the library premises.

(vi) Smoking and spitting are prohibited except in the special pots and rooms provided for this purpose.

(vii) No reader is allowed to sleep in the library premises. The defaulter may be refused the use of the library or his registration may be cancelled.

4. General.

(i) The Librarian/Library Committee may refuse to loan books to any person without assigning any reason therefor or may grant special permission to any person to use the library.

(ii) The readers shall behave in a civilized manner. The Librarian may expel any person if the presence of such a person is liable to break the peace.

(iii) The readers are liable for punishment and fine if they either misbehave or damage the books or any other property of the library.

5. *Borrowers and their privileges and obligations.*

(i) The following persons are eligible to become the members of the library provided they are admitted as members by the Librarian.

(a) All the rate-payers of a particular area.

(b) All the residents of a particular area guaranteed by a rate-payer or a municipal commissioner, or head of the institution, as the case may be.

(c) Employees (in case of an academic library these persons may also be enrolled as members) of the library :—

(i) Teachers.

(ii) *Bona fide* students attached to a particular educational institution.

(iii) *Bona fide* Research Scholars.

(In case of Special and Departmental Libraries the *bona fide* members of a particular institution and research scholars attached to that institution can enrol themselves as members).

(d) Recognised institutions can become members to get books on inter-library loan system.

(ii) Each prospective member shall give in writing an undertaking to abide by the rules of the library. He shall fill up a membership form.

(iii) Every member must provide a written guarantee from a rate payer, a municipal commissioner or a head of the department/office or as may be decided by the library committee from time to time. The guarantor would be responsible for any loss or damage which the member may cause to the library property. A member may be asked to furnish a cash security of Rs. (to be decided by the library committee from time to time) either in lieu of a guarantee or in addition to the guarantee.

(iv) Each member shall be provided with a membership identity card and/or Reader's Ticket/a Pass Book. (The number of tickets may vary in different libraries).

(v) Each member shall present his membership card/identity card alongwith the necessary Reader's Ticket/Pass Book before any book is issued to him.

(vi) In case of loss of a Reader's Ticket/Pass Book, the borrower must report immediately to this effect to the Librarian who will issue him a fresh Reader's Ticket/Pass Book provided he is satisfied with the explanation of the borrower. The Librarian may suspend his membership for a time not exceeding three months. The reader must deposit a sum equivalent to Re. 1/- for each duplicate Reader's Ticket/Pass Book alongwith an indemnity bond.

(vii) The books shall be issued to borrowers for a fortnight. (The books may be issued to teachers for a month/a term and to the Departmental Libraries for a session in case of academic libraries). The books shall be issued for a month to the outstation members or institutional members.

(viii) The members shall not sub-lend the books issued from the library.

(ix) If the books are not returned on the due dates, an overdue charge @ 6 p. per book per day will be charged for the period the books are kept beyond the due date. The Librarian shall have the power to remit such overdue charge.

(x) In case any book is lost or injured by the member, the member shall replace the book or shall pay the cost of replacement. If a book is one of the volumes of a set, the reader may be asked to replace the whole set.

(xi) Reference books, rare books, unbound periodicals and books of fine arts may not be issued generally except with the written permission of the Librarian.

(xii) The books may be renewed if the same are not in demand or are not reserved by other readers. The renewal will be done generally on the physical presentation of the books, but in special cases, renewals by post, telephone or by other means of communication may be allowed by the Librarian.

(xiii) If a member does not pay off the library dues, the privilege of borrowing books may be suspended till he deposits the requisite amount.

(xiv) The Librarian shall have the power to refuse the issue of a book to any member or he may recall any book without assigning any reason therefor.

17 1 2 Explanatory Notes on Library Rules

1. The name and place of a library if given at the head of a copy of Library Rules, will help in its location easily.

2. The library timings have been fixed for as many hours as it is possible for the readers to use the library. The main reason for opening the library for about 12 hours to 13 hours a day is that during all waking hours the readers may come to the library so that the books may be put to as much use as possible. Due to special local climatic conditions, the summer and winter timings have been adjusted. Further, it has been provided that the library shall remain open on all days except national and gazetted holidays, so that maximum use may be made of the reading material stocked in the library. A power has been given to the library committee to change these timings if any necessity arises, because it has been experienced that many emergencies and expediencies arise.

The issue counter is to be closed half an hour earlier so that the persons on the counter may wind up their work for the day and may prepare for the next day. Generally, due to rush of work at the issue counter, the return of books is done temporarily and the book cards are not slipped into the book pockets at the time of return of books. Moreover, the book cards of the issued books are to be properly arranged behind the particular date guides.

3. (i) Generally, admission to the libraries is restricted to members of the Library but the Laws of Library Science demand that all persons shall be allowed to use the library. It is just possible that some persons may like to use the library without becoming a member. Some persons may visit the library for reading newspapers and periodicals or for consulting certain reference books only. So, if they are not allowed, the very purpose of libraries would be undermined.

A power has been given to the Librarian to refuse admission to any person if he is found to be of unsound mind or is in

a drunken state or is otherwise considered undesirable. This has been provided so that other readers may not be disturbed unnecessarily.

(ii) Every reader must affix his signature in the 'Gate Register' so that in case of any dispute, his presence in the library at particular hour may be proved. Moreover, when a person enters the premises of the library, he must agree to abide by the rules of the library.

(iii) All personal belongings must be deposited at the property counter ; otherwise these may become hindrances for other readers. Moreover, if boxes, baskets etc. are allowed to be taken in various sections of the library, there is a danger that some books may be smuggled out since it becomes very difficult to check all the belongings of the readers at the Check Counter.

(iv) Pet animals are not allowed in the library because they will make unnecessary noise and will at least divert the attention of the readers and consequently the readers will be disturbed. Moreover, the pets may even bite some of the readers.

(v) The readers should keep silence in the library so that their comrades may not be disturbed. Those people who make noise, should realize that they will also expect that others should not make noise when they themselves are busy in study. This is a mutual obligation on all readers.

(vi) Hygienic conditions must be ensured in libraries so that readers may be able to study in healthy atmosphere. Smoking creates unhygienic atmosphere and is liable to tell upon the health of the readers. Spitting is responsible for many diseases. It is more harmful in air-conditioned buildings.

(viii) No reader should be allowed to sleep in the library, especially in the reading room, otherwise he will disturb others by snoring or he may induce other readers also to sleep, which will prove very detrimental to the readers' interests.

4. (i) Sometimes, the libraries have to face some undesirable persons. It is but essential that a discretionary power should be given to the Librarian to deal with such difficult cases. The Librarian may straightaway refuse to issue books to such persons without assigning any reason therefor. This power may either be given direct to the Librarian or it may be subject to the approval of the Library

Committee. Conversely, the Librarian/Library Committee should be given a power to issue books to even non-members also in certain special cases ; such as foreigners, high officials, etc.

It is reasonable to refuse the use of the library to the defaulters or the right to use the library may be suspended in such cases as the Librarian may deem fit keeping in view the seriousness of the fault of the reader in question. In case of serious breach of rules, the right of membership may be cancelled.

(ii) It is essential that a public place may be kept free from brawls and fights and the Librarian must be given a power to deal on the spot with mischief-mongers or those who misbehave since official decorum must be maintained at all costs otherwise there is a danger that other readers may follow a wrong precedent.

(iii) The Librarian/Library Committee must be given a power to inflict punishment or fine on those persons who in any manner endanger or mutilate or deface the library property including the reading materials so that other readers may learn a lesson and they may be dissuaded from this line of thought.

5. (i) No doubt, the library is meant for use and for all persons without any distinction of caste, creed or sex, yet some restrictions are desirable which will be useful in two ways. Firstly, these will save the property from unnecessary damage and secondly, it will create a feeling among the readers that they are privileged ones and so they must utilize the services of the library properly. Moreover, a classification of borrowers is reasonable. It is also desirable that institutions may be made members to draw books on inter-library loan basis.

(ii) It is but desirable that any person who wants to use the library books, must first give in writing his acceptance of the library rules so that in case of any dispute, he may be held responsible, and any further quibbling may be reduced to the minimum.

(iii) Though the furnishing of a guarantee from a rate-payer/municipal commissioner/head of the office is nothing short of a restriction, but the library books are not to be let lost because otherwise other readers will be deprived of the use of lost books. If no guarantee is taken, it is likely that most of the people may not return the books and within a short time, the library may be emptied. Cash security will repel most of the readers. Moreover, it would

generally be insufficient, especially in case of university and research libraries where books are generally very costly.

But in some cases, it may be considered necessary to get both the cash security and the personal surety. Sometimes a stranger or a new comer to a locality may not be able to furnish a personal surety. There must be some way out for enrolling such a person as member. The way out is none but the acceptance of cash security in lieu of personal surety.

(iv) In order to avoid unnecessary botheration both to the library staff members and the borrowers, there must be some method of identification of the readers. This method is none but the issue of an identity card.

(v) A borrower must be given some documents by the presentation of which he may be able to borrow books from the library. These documents will differ from library to library depending upon the issue system in vogue.

Further, a limit on the number of books to be issued at a time is to be fixed so that all readers may use the books easily. No hoarding of books with the readers should be allowed. This number will vary from library to library. In case of research and university libraries, this number will be larger than that of public libraries, because in the former, research scholars have to consult many books at a time. *In order to avoid impersonation, it is essential that the readers should be made bound to present their identity cards along with reader's cards or tickets, as the case may be.*

(vi) It is but essential that the readers should keep their readers' tickets in safe custody so that nobody else misuses them otherwise there will be trouble at the time of clearance of accounts. Those who lose their cards, must be made to pay a nominal charge so that they feel their mistake. Moreover, the cost of duplicate cards is recovered from the readers. In case of doubt or misrepresentation, the Librarian should be empowered to suspend the membership of the persons in question and an indemnity bond is very essential so that readers may not be able to play tricks with the library staff.

(vii) In order to ensure that the books are equally distributed amongst the readers, a reasonably time-limit should be fixed for keeping the books at one time. Generally, a book of 300 to 400 pages can be read through within a fortnight. But in case of teachers, research

scholars, outstation members or institutions, it is desirable that time limit may be doubled since they need more time to digest the contents of the books as they have to note down salient points for their lectures etc. This will also allow for the time spent if books are sent out of station by post. As such the period of loan has been increased from a fortnight to a month.

(viii) It is generally seen that if books are sub-lent, they are generally misused and are damaged. It becomes difficult to compel the borrowers to replace the books. Moreover, the persons who procure books through this circuitous manner are deprived of the proper library service if they themselves become the members of the library and do their own selection for study.

(ix) It is generally seen that the readers do not take much care in returning the books in time and in this way other genuine readers are deprived of the use of the books. Moreover, it is found that books remain idle in the readers' homes and so the books are blocked. It is but desirable to dissuade such readers from such undesirable habits. This can be achieved if some kind of monetary fine is levied on the defaulters.

But a situation may arise when the readers due to certain unavoidable circumstances may not be able to return the books in time. In such a case, the Librarian should be given the power to remit such fines. It would be better if the Librarian generally levies a token fine instead of remitting the whole of the fine. In this way, the readers will at least feel their mistake and will not repeat the same.

(x) Since the books are purchased from the public money, it is but desirable that these are safeguarded from miscreants. The persons who damage or lose the books must be asked either to replace the book in question or to pay the cost of its replacement. In this way, the readers will have a sense of property and will take proper care of the books used by them.

(xi) Though it may look to be an anti-use rule, but in case of some kinds of books, the issue is to be restricted. Reference books which are to be used and consulted very often in the library should not be allowed to be issued out, otherwise the research scholars will be put to unnecessary botheration. Rare books being difficult, if not impossible to procure, should not be issued out, otherwise there is a danger of their loss. The periodicals, being published in small

numbers, are difficult to be replaced and this is more so in case of stray issues. These should not be allowed to be lent out. Moreover, stray issues are likely to be lost and thus the whole volumes become useless. Similarly, costly fine arts books should not be allowed to be issued out, otherwise there is a danger of their being mutilated or lost.

But the Librarian may be given the power to allow their issue to certain persons whom he considers as genuine, responsible and needy.

(xii) Though generally books should not be renewed because some other readers may be deprived of their use, yet if there is no demand for them at certain times, their renewal may be allowed so that these may be put to better use. Renewals may generally be allowed by physical presentation of the book in question so that it may be ascertained that the book has not been lost. Generally, when the book is lost, readers try to delay the matter by renewing the dates of issue. In genuine cases, the Librarian may allow their renewal by post or telephone etc.

(xiii) It is very much desirable to give the power to the Librarian to suspend the privilege of borrowing books of those members who do not pay off their dues otherwise the cases will remain pending and such cases may go on mounting day by day.

(xiv) The Librarian should be given a power to recall any book at any time, if he considers that it is in the interests of the institution to do so.

These explanatory notes make it clear that the rules are reasonable and are based on sound principles.

**CHARGING
AND
DISCHARGING
METHODS****18 0 Introduction**

THE books are acquired, processed and kept in libraries for use. These are written not for their own sake but to enlighten readers. Their destination is the readers' hands. The books can be used in two ways *i.e.* either the books can be read within the library premises or at home. It has been found from experience that most of the readers like to take the books for home-reading. The reasons why the readers do not read within the library premises are not far to seek. Primarily, the reading habit is not compelling one but rather, on the other hand, it is so fleeting that if proper facilities are not provided in order to sustain this urge, it dies away. The atmosphere in the library may not suit all the readers. The books may be read in cosy chairs just for recreation sake and all the libraries may not provide adequate facilities for study. So the necessity for finding out proper methods for issuing books for home reading arises. 'Necessity is the mother of invention.'

In old days, the books were few, the printing press was not invented ; the chosen few could read and write and the specially privileged classes could have access to the books due to their exorbitant prices. It took decades to copy books. It was, perhaps,

appropriate and essential to consider books as valuable property and so the idea 'books are for preservation' was supreme and it was but natural that books were kept in the jealously guarded safes and almirahs. Their condition was worse than the third class prisoners. These could not come out of their habitats. These were chained heavily and only very few persons were allowed access. So no necessity was felt for finding out the methods of their issue and return.

With the invention of press, multiplication of books was facilitated and the prices of the books became reasonable. The ideas of democracy and liberalism were current due to the democratic set-up of governments. The Renaissance brought education to the doors of the masses. As such, the lower strata of the society was enabled to learn the three R's. Consequently, the masses became interested in books and libraries. It gave a further fillip to the establishment of more libraries. The phenomenon created many problems, especially when conscious efforts were made to popularize the use of the books. As early as 1850, a Public Libraries Act was passed in England which authorized the use of books free of cost. This also made way for home-reading, though prior to the enactment of this Act, the commercial, subscription and half-a-penny libraries played a very important role in inducing the readers to take books home. Another factor which introduced this method was the absence of proper seating arrangement in the so-called libraries which were more or less bookshops.

18 1 Day Book System

The development of issue methods is linked with the growth of the public library movement. Since the books were considered property, so the record of the issued books was considered essential and for that purpose a fairly permanent record was kept. This system was known as Day Book System. In it all the transactions in a day were recorded in one register as the shop-keepers record their daily transactions in a Day Book in a rough manner and later on post the same in a ledger in which individual accounts are opened for each customer. Day Book is meant simply to note down the transaction so that it may not be forgotten. Small shopkeepers keep only Day Books since the number of borrowers is very small and they can easily trace out the particular transaction without any difficulty. Similarly, in early days, the number of book borrowers was so small that Day Book was considered quite suffi-

cient and particulars of the book and its borrowers' names etc. were noted down.

18 2 Ledger System

But when the number of libraries and books increased and number of readers rose due to the spread of education, the need for some better method of keeping the record was felt. The next step in the development of issue methods was the introduction of the ledger system which implied the transfer of the daily transactions from the Day Book to a Ledger which consisted of numbered pages. One page was allotted to each borrower. The following were some of the columns of such ledgers :

Name of the Borrower-----.

Sr. No.	Date of issue	Author	Title	Date of return	Librarian's Initials

This sample page shows that a permanent record was possible and full information could be found out at any time.

18 3 Dummy System

But if a particular book was required by a reader which was issued to some other reader, it was very cumbersome to search it from out of the whole ledger. So some improvements and modifications were made in this system in order to avoid this difficulty. The new method was called as the Dummy System which as the name suggests provided a dummy on the shelves to represent each issued book. The dummy was made of wood and its size was equivalent to the size of an average book. The wooden dummy was covered with a ruled paper on which the particulars of the book such as the call number and title etc. were written along with the borrower's membership number. This system was widely prevalent. This system, though easy, was inadequate in many respects. There was no proper record with the Librarian as to how many

books were issued to a particular person and he did not know their due date of return since dummies, which were the only records, were scattered throughout the shelves. In the Bombay University Library this system is still being followed with modifications.

18 4 Temporary Slip System

To avoid this situation, a new method was introduced which was known as Temporary Slip System. In this system, at the time of issue a fresh slip was prepared and the particulars of the book and the reader were noted down on the slips. These were arranged on the counter either datewise or alphabetically by the name of the borrowers or numerically by the Call Numbers or by the numbers of members. These slips were destroyed when the books were returned by the borrowers. In some cases, slips were also returned to the borrowers in token of receipt of books.

18 5 One Card System

The temporary slip gave way to a permanent slip *i.e.* one card for one book. In other words, the modern book card was born out of the temporary slip system and a reasonable record could be kept since the cards were made of a tougher paper and these could stand wear and tear. These two systems were an improvement upon the old dummy system. These were handy and saved the time and tempo of the readers and the staff.

18 6 Two Card System

Gradually, the libraries were becoming popular day by day and the readers were awakening from their slumber. Democratic set-up of society aroused in the people a desire to know their rights and duties and encouraged them to develop their personality and to widen their mental horizons by means of wider reading. This phenomenon brought rush to the libraries and then existing issue systems could not cope with the rush of readers and the librarians were forced to devise some such methods by which the readers could be identified properly. So the identity cards were brought into vogue and gradually, two cards—one for the book and the other for the reader—were introduced. Library consciousness increased and the Laws of Library Science, though not formally enunciated, had their impact on the minds of the readers. The librarians rightly thought to save the time of the readers because otherwise

the readers would be weaned away from the libraries. The libraries were liable to be labelled as inefficient institutions. Instead of becoming model institutions, these were likely to prove as bad examples. The librarians rightly conceived the distinction between subjective time and objective time. The readers or users and customers are prone to take into consideration their subjective time. The libraries are also to be run on business methods. Business organisations strive their level best to give prompt service to their customers. Miss Nina E. Browne, formerly the Librarian of the Library Bureau in Boston and Secretary of the Publishing Board of the American Library Association, took up this idea and invented a new charging system popularly known as Browne Charging System after her name. The system implies the maintenance of very little records, so that wastage of time in keeping unwanted records may be eliminated. But another system known as Newark System which was in vogue at the Newark Public Library in New Jersey State of U. S. A., was brought into use in order to eliminate the defects of the Browne System in which no permanent record was possible. This system made use of the two cards with necessary modifications. Due to its efficiency in keeping permanent records, this system became very popular in many public and college libraries. But bigger libraries, especially university libraries, prefer the Browne System.

18.7 Machine Methods

The librarians were not satisfied by these methods. They have been trying to find out a fool-proof and time-saving methods'. So Detroit Self-Charging System was invented by Ralph A. Ulveling. Even this system was not considered sufficient to answer the needs of certain libraries. Consequently, machine was brought into use and machine methods were invented, important ones of which are Dickman Book Charging System, Gaylord Charging System, I.B.M. Circulation Control System etc. Even Photographic, Audio-Charging and Computer Charging methods have been used to meet the demands of big libraries.

18.8 Pre-requisites of a Good Issue System

A good issue system should answer most of the following questions, otherwise it will be a sheer wastage of money, materials and efforts :

18 8 1 Books Records

1. Whether a certain book has been issued or not? If so,
 - (i) When is it due?
 - (ii) To whom has it has been issued?
2. Which books have not been returned in time?
 - (i) Statistics of the issue of books.
 - (ii) Statistics of the returned books.

18 8 2 Readers' Records

1. How many books can a reader draw?
2. To whom a certain book is issued?
3. How many books are issued to a particular reader?
4. Identification of a particular reader.

18 8 3 Time Records

1. For how many days a particular book has been issued?
(Fiction, Non-Fiction or Reference).
2. For how many days a particular reader can keep a book?

18 8 4 Miscellaneous Records

1. How much fine is due from a particular reader?
2. How much fine has been collected on a particular day?
3. How many books have been got reserved by the readers?

Our ideal should be to invent such an issue system which, besides answering the above-mentioned questions, ensures the following :—

1. There should be enough speed in issuing or returning the books.
2. It should economise the staff, time, money, materials, plant and stationery.
3. It should be fool-proof system so that accurate and regular information is available.
4. There should not be any congestion at the counter.
5. There should be minimum backlog of work.

6. There should be minimum need of preparatory work.

The systems the details of which are given in the following pages reveal that upto now there is no such system which provides all this information.

Some librarians may consider some of the records superfluous in all kinds of libraries. If it is so, some modifications can be introduced or some records may be eliminated as the circumstances warrant.

18 9 1 Issue Systems

The issue systems are classified as follows on the basis of the material used to operate the particular system :—

- A. Register systems.
- B. Card systems.
- C. Machine systems.
- D. Photographic system.
- E. Audio system.
- F. Other systems.

18 9 1 1 Register Systems

18 9 1 1 1 Day Book System

This system, as mentioned in the earlier part of this chapter, was probably the first issue system. This system was very simple since it required one register only in which all the transactions were recorded. The specimen entries were in the following fashion :—

Date	Name and address of the borrower.	Particulars of the book issued	Remarks
5.7.45	P.K. Sharma, IV Year, Cunningham College, Ambala.	Elements of Physical Chemistry by Albert Brown.	Issued for a week.
	A.K. Buruah, II Year, Public College, Ambala.	The Coolee by Mulk Raj Anand	Issued for 14 days.

When the book is returned, the entry is generally crossed or a receipt note is given against each such entry and it is initialed by the Librarian.

This system provides only datewise records and the borrower's names and titles of books are given just consecutively without any special order. So it is difficult to find out :—

1. Who has got a particular book or which book is with whom ?
2. How many books are issued to a particular reader ?
3. When is a particular book due ?

18 9 1 1 2 Ledger System

Since the Day Book System was very crude and did not suit the library staff and the readers in any way, so an improvement upon this system was made by the introduction of Ledger System. In it

1. A numbered register was maintained.
2. The borrower did not have any Identity Card or Reader's Card.
3. Every reader was allotted one page.
4. An index to the Borrowers' names was provided.
5. Transactions were first recorded in the Day Book and then transferred to the Ledger. (This system was later on abandoned and the transactions were recorded direct in the Ledger itself).

The specimen page of the Ledger was as under :—

Name of the Borrower : Shri Prem Singh Page No. 12.

Address : 567, Street E, Sector 6-C, Chandigarh.

Date of Issue	Accession No.	Author	Title	Signature of the borrower	Due date	Date of Return
5.9.64.	55762	Prem Chand	Godan	—	18.9.64	17.9.64
17.9.64.	32597	Hardy	Tess.	—	30.9.64	30.9.64

At the time of issue, the particular page of the borrower is found out by referring to the index of the borrowers and the date of issue and other particulars of the book are noted down. All such entries are not got signed from the borrowers. When the book is returned, again the index of borrowers is consulted and the page of the borrower is found out and the date of return is noted in the column provided for the purposes. This system is still found in many college and public libraries of Punjab and other States of India, may be due to the following reasons :—

1. A permanent record of issues and overdue charges is insisted upon by the auditors.
2. The number of borrowers may be smaller.
3. The number of books issued may be smaller.
4. The staff employed in the library may not be professional one.

In this system, unless and until particular page of the reader is referred to, one cannot know :

1. When the book is due ?
2. How many books are due ?

So this system is cumbersome and does not answer the basic need of an issue system. Due to this fact, this system is day by day losing its importance and is being replaced by other modern methods.

18 9 1 2 Card Systems

In the 'Card Systems' cards are used for keeping issue records instead of bound registers or loose papers. As mentioned in the earlier part of this chapter, in the first instance, there was only one card system and this card was meant for noting down the particulars of the book. Later on, two card system was introduced. Some of the important systems are given below :—

18 9 1 2 1 Browne Issue System

Libraries of the modern type originated in the West, especially Great Britain and the United States of America, which were responsible for placing Library Acts on the Statute Books and so these countries were also pioneers in introducing latest library techniques including *Issue Systems*. As mentioned already, Browne System was devised by Nina E. Browne^{581, 584} who was Librarian of

the Library Bureau in Boston and served as the Secretary of the Publishing Board of the American Library Association.

It is an irony that this system is not much used in the country where it originated. In India this system is day by day replacing other issue systems.

18 9 1 2 1 1 Requisite Materials

A. For the Book

1. Date Slip.

One 5" x 3" slip is pasted opposite to the page facing the card-board back/front cover of the book.

Call No.		Acc. No.
Name of the Library.		
The following books were issued/are due on the below mentioned dates.		
<i>Date of issue/</i> Due Date	<i>Date of issue/</i> Due Date	<i>Date of issue/</i> Due Date

2. Book Pocket.

One 5" x 3" Book Pocket is pasted on the inside back/front cover card board of the book.

Brief Library
Rules and ins-
tructions.

3. Book Card.

One 4" x 2" Book Card of Manila or Xylonite is prepared for each book and is inserted inside the book pocket of the book. The book card contains Call No., Acc. No., Author and Title.

Call No.	Acc. No.
Author.....	
Title.....	

B. For the Borrowers**1. Borrower's tickets or pockets.**

Each borrower is given as many tickets/pockets of manila or tough paper as he is entitled to borrow books. This ticket is in the shape of a pocket of 3"×2" size. It opens on two sides i.e. the upper and the left or right portions. This pocket contains the name and address of the borrower, the date of expiry of membership, the signature and stamp of the Librarian. On the back of it, the seal of the library is printed/embossed.

Name	
Address	
Date of expiry.	
	Signature of the borrower.

C. For the Counter Staff

1. Registration cards of borrowers.
2. Date stamp and Ink pad.
3. Date Guide Cards.
4. Charging Trays of steel or wood of 1'×1½' size with four drawers.
5. Stationery articles including pencils, printed lined sheets for circulation statistics, reminder cards and reservation cards.

1891212 Charging Procedure

Now-a-days, open access system is generally being followed in big libraries but small public, school and college libraries of India have still closed access system in vogue due to lack of staff. The reader goes to the shelf and chooses a book from the shelves in an open access system and brings it to the issue counter. In the closed access system, the reader gives a requisition slip to the library restorer who sends the book to the issue counter. The reader surrenders as many Reader's Tickets to the Counter Assistant as he wants to get the books issued. The Counter Assistant after indentifying the reader either from his face or by checking his identification card takes out the book card from the book pocket of the book and slips the book card in the Reader's Pocket and stamps either date

of issue or due date, as the case may be, on the date slip and hands over the book to the reader. The book card and the reader's pocket in juxtaposition are filed in the charging tray behind a date guide card either by Accession Numbers or by Call Numbers. (*In order to facilitate search of a particular book in the charged tray, the book cards and reader's pockets should be arranged directly in a classified order without any intermediary date guides*). Public libraries and other small school and college libraries generally file these cards by Accession Numbers because the readers in such libraries approach the books by author or title instead of subjects, whereas, on the other hands, the university and research libraries arrange this record by Call Numbers. In this way, the requisite information is traceable easily without loss of time. The reader is now-a-days free to move about in open access libraries. Though complete freedom is granted to the readers to browse amongst the books, yet strict vigilance is exercised at the exit and entrance gate. The reader is asked politely to get his books checked. The Janitor at the gate checks the date of issue/due date on the date slip and tickmarks it in a typical manner which signifies that the book has been duly issued and checked. In Western libraries, this practice of strict vigilance is not punctiliously followed since they are not worried much about the loss of the books.

18 9 1 2 1 3 Discharging Procedure

The reader who wishes to return the book or when the book is due, visits the library and presents the book for return to the Counter Assistant who after ascertaining the date of issue/due date picks out the concerned book card and the reader's pocket from behind the requisite date guide from the charging tray and crosses the date of issue/due date on the date label, returns the reader's pocket to the reader and slips the book card in the book pocket. The book is thus discharged and the reader is absolved of his responsibility. If the book has been returned after the due date, the Counter Assistant calculates the overdue charge and before returning the reader's pocket to the reader, collects the amount from the reader and puts it into the Conscience Box⁸⁸⁵ or issues a cash receipt in lieu of the receipt of the delay fine. Then he returns the reader's pocket to the borrower. The book card is as usual slipped into the book pocket. The book is thus duly discharged. In case there is great rush at the counter, the Issue Counter Assistant follows a system of delayed discharge as is prevalent at the West-

minster Libraries. It means that if the Counter Assistant is unable to locate the issue record of the returned book immediately, he prepares two temporary blank reader's pockets/tickets to which are allotted the Serial No. of the reader, one of which he inserts in the book pocket of the returned book and the other one is given to the reader who is allowed to get another book issued against this temporary reader's ticket. In the meantime, the Counter Assistant locates the record of the returned book and takes out the book card from the reader's pocket and slips it in the book pocket which in its turn is relieved of one of the temporary reader's pockets/tickets. The other temporary ticket which is used by the reader for getting issued another book is replaced by the original reader's pocket/ticket and then the two temporary pockets/tickets are filed in a tray meant for this purpose. These pockets/tickets can be used again.

If some other reader wants to get the already issued book reserved for him, a reservation ticket⁵⁸⁸ is inserted in the reader's pocket. It ensures that when the book will be returned, the Reservation Card (which bears the name and Serial No. of the reader who has got reserved this book) alongwith the book card will be slipped into the book pocket and the book will be kept in a special sequence and intimation will be sent to the reader who got the book in question reserved. At the time of issue of this reserved book, the Reservation Card is taken out, and after checking it, is filed separately in another tray for future use and the book is issued to the concerned reader.

18 9 1 2 1 4 Advantages

1. The issue procedure being very simple, takes very little time.
2. Since only one date stamp is put on the date slip, the rapidity in issuing books is ensured. It is estimated that at least 300 books can be issued in an hour.
3. Reminders can be issued without loss of time since no other record except date guides of the charging tray are required to be consulted for this purpose.
4. Delay fine is calculated easily.
5. Statistics of issue can be prepared without any loss of time.
6. Reservations are effected promptly.

7. The reader's ticket in the library automatically indicates that the reader in question has got issued a certain book in his name.
8. No signatures are required at the time of issue or return.

18 9 1 2 1 5 Disadvantages

Some disadvantages are also experienced in this system but these are so minor that these do not take away the utility of this method. These disadvantages are as follows :—

1. It cannot easily be ascertained as to with whom a particular book is issued and when is it due.
2. No permanent issue record is available and there is always a danger of loss of cards.
3. There is a danger that the reader's pocket alongwith the book card can be filed under a wrong date guide card which will be responsible for causing delay in discharging the books and the work may be held up for some time.
4. If a wrong book card is slipped in a reader's pocket it will be difficult to verify as to whom a particular book is issued since no other record is available.
5. This system takes lot of space for keeping the issue records.
6. The charging trays remain full to capacity in big libraries, which sometimes become unmanageable.
7. It is not possible to know as to how many books and which books have been issued to a reader at any one time.
8. If a reader wants to get another book issued after returning the previously issued book, he has to get first the issued book discharge and then he has to bring another book for issue. This means that he will have to be in queue twice, which is bound to consume lot of his time unnecessarily.
9. Very efficient and vigilant staff is required to practise this system. So the readers are deprived of the services of efficient staff members who can otherwise be helpful to the readers for rendering them useful reference service.

10. It is difficult to trace a particular book since the book cards alongwith the reader's pockets/tickets are arranged primarily by date and so it takes time to locate a book. Similarly, reservation of books becomes difficult.
11. In rush hours, it becomes difficult for a Counter Assistant to file the cards properly. If not filed immediately after issue, there is a danger of misplacement or loss of the book cards etc.
12. Readers cannot get issued extra books even if they are allowed otherwise.
13. There is no record as to whom the book was issued previously. This information may be required in case the book is found damaged after it has been returned.

In spite of these defects, this system is very popular in England and Wales, Scotland, British Commonwealth countries and Indian Libraries. If the suggestion about the arrangement of charged card in a classified order is followed, most of the subject and book enquiries can be answered easily.

18 9 1 2 2 Ranganathan's "Reader's Ticket, Book Ticket" Method.

This system has been applied in the Madras University Library by Dr. S. R. Ranganathan in the late 1920's. It is a modified Browne System. According to him, "Lightning speed and absolute accuracy should characterise the work of the Circulation Section. Speed is imposed by the Fourth Law. To secure speed and accuracy, the library profession has devoted a good deal of thought during the last three generations and has continuously improved issue methods."⁶⁸⁷ This modified system is a chain in this process. It was "tested by actual application in the day-to-day work and amended wherever necessary. What was thus written out and tested through seven years was published in 1935."⁶⁸⁸

Some of the modifications are as under :--

- "4. The changing of Book Card to a Pocketed Form and of the Reader's Ticket into an Non-Pocketed Plain Card ; and
5. The introduction of the Conscience Box for the collection of overdue charges."⁵⁸⁹

This system is being used by many University and Special Libraries in India.

18 9 1 2 2 1 Requisite Materials⁵⁸⁰⁻⁵⁹¹

A. *For the Book*

1. *Date Label.*

The Date Label is made of a sheet of 16 pound white printing paper of 19×11.5 cm. size. 4 cm. of its bottom is turned over to form a pocket whose mouth is 6.5 cm. wide. The turned flap is printed in 8 point and the rest of the label is ruled with four columns width-wise and 20/21 columns lengthwise. This pocket is to hold the book ticket when the book is inside the library. The alternative is to have a separate Book Pocket made of Manila paper. The former is cheaper and neater.

2. *Book Ticket.*

It is made of Manila paper in the form of a pocket. The sizes of the back and front folds are 7.5×4.5 cm. and 4×4.5 cm. respectively.

B. *For the Reader*

Each member is given, at the time of his enrolment as a member of the library, as many Readers' tickets as the library rules allow. Each Readers' Ticket is of a very small size *i.e.* $6 \times 4 \times 0.3$ cm. On its one side, there is the crest of the library while the other is blank to be filled up with the number, name and address of the borrower member. The Readers' Tickets may be in different colours such as

Children's Tickets—Red

Fiction Tickets—Yellow

Ordinary Tickets—Green

C. *For the Counter*

The following are provided at the Counter :—

1. About 12 Charging Trays with $25 \times 5 \times 4$ cm. as inner dimensions.
2. Triple trays of $45 \times 5 \times 4$ cm. size.
3. Rubber dater and inking pad.

4. Date guides numbered 1 to 31.
5. Over-due guides marked 5p. 10p. etc.
6. About 100 twin-tokens of the size and shape of Book Tickets and Reader's Tickets made of Manila paper and numbered 1 to 100.
7. Loan-Counting sheets with suitable columns.

18 9 1 2 2 2 Charging Procedure

The borrower presents the book with the front cover thrown open alongwith one of his Reader's Tickets. The Counter Assistant rapidly tallies the call number and the accession number from the book card, takes out the Book Ticket and in it slips the Reader's Ticket and stamps the Date Label with the due date. Thus the book is issued and the member is allowed to go with it.

Similarly, a bespoken (got reserved by the reader) book is issued after taking back the bespoken card from the reader. The coupled tickets are arranged in a classified order and are then filed behind the relevant due date guide.

It would be better, especially in academic libraries, if the coupled tickets are arranged in a pure classified order without any due date guide in between. This would facilitate reservation and search of a book. It would entail very little time as compared to the originally recommended arrangement of the charged cards. To ascertain over-dues, daily separate coloured tabs can be used.

The necessary loan statistics are prepared on the loan-counting sheet and posted in the Daily Statistics Register.

18 9 1 2 2 3 Discharging Procedure

The reader presents the book to be returned by him at the return counter, with the front cover thrown open. In this way, the Date Label is easily read by the Counter Assistant. From it he checks the due date and the call number of the book and locates the coupled tickets from the charging tray. (If the coupled tickets are arranged in a classified order only, it is easier to locate these since the Assistant has to ascertain the call number only from the charging tray. It takes very little time). He lifts them up and separates them. After verifying the call number and accession number of the book and the book card, he slips the book ticket in the book pocket and returns the Reader's Ticket to the member. If the book was returned

after the due date, the overdue fine is counted and the reader is asked to put the necessary money in the Conscience Box. The reader is given a defaced over-due stamp of the correct value. If the reader does not pay the over-due charge at that time, the amount due from him is written on a slip of paper and is attached with his Reader's Ticket with a jem-clip. The Reader's Ticket is kept back at the Counter and filed in Kept-Tickets-Tray in an alphabetical order. Next time, when the reader pays the dues, his Ticket is returned to him.

In rush hours, instead of locating the coupled tickets from the charging tray, spare numbered twin-tokens can be made use of. Slip the pocket-member of one of the numbered twin-tokens into the book pocket and hand over the other token to the reader asking him to collect his regular ticket while leaving the library. Thus rush can be overcome. Either the same person or another helper locates the coupled tickets afterwards and slips the book ticket in the book pocket. The reader's ticket is inserted in the pocket-member of the twin-token. These are arranged in the Held-Up-Tickets Tray in an alphabetical order. When the reader visits the Counter again, his ticket is handed over to him in exchange of the temporary token given to him earlier and pocket-member alongwith the second token returned by the reader is filed in the Coupled-Tokens Tray. If the reader wants renewal of a returned book, the usual process of returning the book is followed and then it is handed over to the Issue Counter Assistant provided it is not bespoken by any other reader.

18 9 1 2 2 4 Advantages and Disadvantages

This system has almost same advantages and disadvantages as those of the Browne Charging System discussed under Sections 18 9 1 2 1 4 and 18 9 1 2 1 5

18 9 1 2 3 Newark Charging System

This system was introduced in the Public Library of Newark of New Jersey State in the United States of America in the year 1900 when John Cotton Dana⁵⁵² was the Librarian of this library. This system is prevalent more in American libraries than in British and other Continental libraries. The Indian libraries, especially college libraries, generally follow Newark System, may be, with some modifications. The main issue record possible in this system

is the time record. The book record is also kept but in a subordinated position.

18 9 1 2 3 1 Requisite Materials⁵⁹³⁻⁵⁹⁸

A. For the Book

1. *Date Slip.* One paper slip of 5" × 3" size is pasted on the fly leaf (page facing the back or front card board cover of the book). The date slip has the following columns :—

Call No.		Acc. No.	
Name of the Library.			
This book was issued/is due on the date last stamped/marked.			

2. *Book Pocket.* A book pocket of slightly harder paper is pasted on the inner back side of front/back card board cover of the book in order to hold the book card. The size of this pocket is such that it can hold the book

card easily. Its size is 5"×3". The specimen is given below :—

Open flap.
Name of the Library.
Brief Library Rules:
1.
2.
3.
4.
5.

3. *Book Card.* A book card of Manila or Xylonite is required for each book. It contains the essential information about the book. Its size is 4"×2" and it is placed in the book pocket.

Name of the Library	
Call No.	Acc. No.
Author.....	
Title.....	
This book was issued/is due on the date last stamped or marked	

B. For Borrowers

1. *Borrower's card/identity card.* Every borrower at the time of registration is provided with a borrower's card. In a modified system a membership-cum-identity card is issued. The specimen of each of these two kinds is given below :—

Specimen of a Borrower's Card.

Name of the Library.

Borrower's No.....			
Date of Expiry.....			
<i>Non-transferable.</i>			
The following books were issued to me.			
Signature.			
Due date/ Date of issue.	Date of return	Due date/ Date of issue.	Date of return.

(These columns are repeated on the verso of the card)

Specimen of Membership-cum-Identity Card.

Name of the Library.
Non-transferable.
Membership-cum-Identity Card.

Due date/ Date of Issue.	Date of return.	Due Date/ Date of Issue.	Date of return.

(At least 2 leaves are provided in this Pass Book type card).

C. *For the Counter Staff*

1. *Membership Application Forms.* The Issue Counter has a file of membership forms or membership application cards. The latter is arranged in a tray alphabetically by the name of the members.

2. *Borrowers' Register or File.* A list of all the enrolled members is prepared either on loose-leaf sheets or a bound register is used. Each member is allotted a serial number. But to save time and energy, the general practice is to file membership application forms themselves in an alphabetical order by the names of members and the serial numbers of the members are given on the forms themselves. In the absence of a separate membership register or a file, it is difficult to ascertain as to how many members of a library are at any time, how many new members have been enrolled in a given period of time, how many persons have ceased to be members and how many persons are active members.

3. *Security Register.*—In case cash security is got deposited from members either compulsorily or in lieu of personal surety or guarantor, some libraries do keep a Security Register in which particulars of the amounts deposited by members are mentioned. The columns of the Register provide the following information :—

Date of deposit

Name of the member

His address

Amount deposited

Amount paid back

Voucher & Date

Total amount received

Total amount paid back

Balance amount in hand

4. *Filing Trays.* Many trays of 6" × 4" size are required for filing separately the membership cards and charged cards. The number of trays to be required depends upon the number of members and number of books issued. These may be of wood or steel.

5. *Printed Cards and Forms.*—Blank printed forms and cards should be kept at the issue counter in good number. These forms and cards include the following :—

1. Membership application forms

2. Copies of the Library Rules

3. Statistical tables

4. Reservation slips

5. Reminder forms/cards

6. Daters, stamp pad, stamp pad ink, pen-holders and pencils should be kept in enough quantity at the Issue and Return Counters.

7. Spare blank book cards should be kept at the counter so that fresh book cards may be made in case the old ones are either lost or are filled to capacity.

8. Spare blank date slips should be kept at the counter so that fresh date slips may be prepared in case the old ones are either lost or are filled to capacity.

9. Spare blank book pockets.

10. Date Guide Cards for filing the book cards of charged book.

11. Overdue reminder forms and cards.

12. Conscience Box, Fine Register and Receipt Books.

13. Charts for preparing daily issue and return statistics.

14. Reservation cards and tickets.

18 9 1 2 3 2 Charging Procedure

The members after selecting books from the shelves present them at the issue counter alongwith their membership cards. In case the closed access is in vogue, the readers first deposit their requisition slips and then present their membership cards at the issue counter. The Issue Counter Assistant puts the date of issue or due date by a dater stamp on the reader's membership Card, the due date slip and the book card after taking it out from the book pocket. The membership number of the borrower in question is put opposite to the due date or date of issue stamped already. The book and the membership card are handed over to the member while the book card is kept in the charging tray behind the concerned date guide card. Thus the book is duly issued.

18 9 1 2 3 3 Discharging Procedure

After reading the book, the member brings it back to the Return Counter for returning it. The Return Counter Assistant ascertains the due date of return by looking up the date stamped upon the date slip and finds the relevant book card from amongst the cards in the charging tray and after checking the Call No. and Accession No. with those given on the date slip takes out the book card and stamps the date of return on the book card, membership card and the date slip and puts his initials against these entries as a token of receipt. In the alternative, the dates stamped on the book card and date slip are merely cancelled by a pencil or a pen or cancelling stamp. If the book has been returned after the due date, the overdue charge or fine is calculated and the member is requested to pay the same. Either a regular receipt is issued or the member is asked to put the coins in the Conscience Box meant for the purpose. The membership card is returned back to the member and after slipping the book card in the book pocket, the book in question is placed in a special sequence which represents the returned books. Thus the book is returned and the member is absolved of the responsibility. The procedures of renewal, reservation and the compilation of issue and return statistics are similar to those of the Browne Charging System.

18 9 1 2 3 4 Advantages

1. Unlike the Browne System, a permanent record of books issued can be maintained in respect of the following :—
 - (a) Types of books issued.
 - (b) Number of books issued to each borrower.
 - (c) Kinds of books issued to each borrower.
2. The information on the following essential points can be procured easily by the borrower and the library staff by looking up the date slip, the membership card and the book card respectively :
 - (a) When a particular book is due to be returned ?
 - (b) To whom a book has been issued ?
3. Reservation of books is easier.
4. Books can be easily issued for different periods since the loan period is to be indicated on each book card and the borrower's card.

5. Unlike Browne System, there is no danger of dislocation of issue records since duplicate record is available. If borrowers' membership cards are lost, the record on book cards is available. In case book cards are lost, the information can be procured from the borrower's membership cards.
6. The borrowers can easily be allowed to borrow books from any branch library of a larger library system. The return of books can also be ensured without any difficulty provided duplicate borrower's membership cards are kept at the central library of a larger library system.
7. It can easily be ascertained as to whether a particular book is popular or not since the relevant date slip and book card provide this information.
8. Weeding out procedures are simplified since it can be ascertained as to whether a book has been issued for sufficient number of times to the readers.

18 9 1 2 3 5 Disadvantages

1. The issue procedures are time-consuming. In rush hours the readers have to wait for a long time since many procedures are to be gone through before a book can be issued properly. These procedures include the writing/stamping of the date of issue/due date and the borrower's membership number on the book cards and writing/stamping of date of issue/due date on the borrowers' membership cards.

2. The procedures followed in returning the books are also time-consuming since the following routine must be gone through :

- (i) The date of return is to be given on the borrower's card and the book card.
- (ii) The book card is to be slipped in the book pocket.

3. During rush hours, there is a danger of dislocation of normal working because all procedures cannot be gone through. As a result there is a danger that inaccurate entries may be made, especially the borrower's memberships numbers. In order to have smooth working, numerical and alphabetical lists of members should be maintained.

On the whole, the Newark System is considered to be a safer charging method. Many modifications can be introduced to minimize its defects.

18 9 1 2 4 Detroit Self-Charging System

This charging system was developed by Ralph A. Ulveling^{557, 599} in 1929 at the Detroit Public Library. This system pre-supposes active cooperation of the borrowers with the library staff.

18 9 1 2 4 1 Requisite Materials

(a) *For the Book.* All the equipment mentioned for the Newark System is required except that instead of Due Date Slips, Predicted Date Due Cards are used.

(b) *For the Readers.* All the accessories mentioned for the Newark System are required except that instead of Reader's Card, Identification Card is required.

(c) *For the Staff.* The same equipment as for the Newark System is required except that spare identification cards should be kept at the counter so that duplicate cards may be issued if their loss is reported.

18 9 1 2 4 2 Charging Procedure

The borrower brings the requisite book and enters in one of the columns of the book card the borrower's membership number in his own handwriting and presents the book alongwith his identification card and the book card. The Counter Assistant after verifying the borrower's number slips a pre-dated card in the book pocket. The book card is kept back at the counter and is filed in the charging tray. The book is thus issued and is handed over to the borrower alongwith his identification card.

18 9 1 2 4 3 Discharging Procedure

At the time of the return of the borrowed book, the Counter Assistant after ascertaining the due date from the date due card put in the book pocket pulls out the book card from the charging tray. If the book is overdue, the fine is charged after it is calculated. The book card is put in the book pocket, the date due card is pulled out of the book pocket to be used in future and the borrower's card is returned. Thus the loan is discharged.

18 9 1 2 4 4 Advantages

1. Time of the staff as well as that of the readers is saved to a great extent and thus Dr. Ranganathan's Fourth Law of Library

Science *i.e.* "Save the time of the readers and the staff" is satisfied. This is possible because the readers themselves enter the borrower's number and the staff members have not to stamp any of the forms or cards. Due date cards are prepared in slack hours.

2. Accurate information is ensured.

3. Unlike in Newark System at the time of return of books there is no necessity of bringing the borrower's cards to the library.

4. Since no pasting of labels is necessary in this system, books remain neat.

5. Authentic record of issue of a particular book is ensured easily because the borrower's number is given by the borrower himself in his own handwriting and he cannot wriggle out.

6. A permanent record in respect of the following is ensured by the library staff :—

(a) As to whom a book is issued ?

(b) How many books have been issued ?

(c) Kinds of books issued ?

7. Reservations are possible.

8. Borrowers' identification cards can be used in branch libraries of a bigger library system which can be ensured by providing a central membership file.

9. Stock-taking and weeding out programmes can be executed very smoothly since the book cards contain the necessary information.

18 9 1 2 4 5 Disadvantages

1. Working of the Reservation System is difficult since 26 to 28 places are to be looked after for a book.

2. Though chances of errors in copying the borrowers' numbers are slight, yet precaution must be taken because the Assistant at the counter is expected to check it before issuing the book to a reader.

3. Allowing of members to prepare and handle the library records is not desirable since mishandling can spoil the library records and the clever and crafty members may manipulate the records.

4. Necessity of maintaining two registration files implies more cost.

18 9 1 3 Machine Charging Systems

18 9 1 3 1 Dickman Book Charging System⁶⁰⁰⁻⁶⁰⁵

This is a book charging system in which a machine known as "Dickman Mechanical Book Charger" is used for issuing and returning of books. After many experiments, it was manufactured by Library Efficiency Corporation of New York in 1927 and was installed in the Public Library of the District of Columbia. Improved designs were suggested in 1929 and 1931 by the Toledo Public Library and the Library Efficiency Corporation (now a Division of Bro-Dart Industries) respectively.

18 9 1 3 1 1 Requisite Materials

1. *For the Book.* The equipment required for the book in this system includes due date cards like those of Detroit Self-Charging System and book cards and book pockets like those of Newark System.

2. *For the Readers.* Borrowers' cards or identity cards equipped with a metal plate containing the number of the member which is attached to the borrower's card with a hinge.

<i>Specimen</i>	Embossed Member- ship No.	Metal plate
Membership No.....		
Name and Address.....		
.....		
Name of the library.....		

3. *For the Staff.*

1. Mechanical book charger machine.
2. Metal plates with embossed dates.
3. Double registration files *i.e.* alphabetical and numerical.
4. Other miscellaneous stationery articles as required in the Newark System.

18 9 1 3 1 2 Charging Procedure

The first job which is performed each morning consists of inserting of a metal plate containing embossed date in the right hand slot of the Book Charging Machine. The members present the requisite

books along with their membership cards to the Counter Assistant who takes out the book card from the book pocket and places it in the machine while the metal plate containing borrowers' membership number is inserted in left hand slot of the Book Charging Machine. For issuing a book the Assistant pushes down the charger arm and the membership number and date of issue are printed on the book card. These are afterwards taken out of the machine. If borrower's card is used instead of identification card, it is placed in the machine and the date of issue is printed on the borrower's card. One pre-dated date due card is put in the book pocket just as is the case with the Detroit Self-Charging System.

18 9 1 3 1 3 Discharging Procedure

As soon as the book is returned by the borrower, it is checked as to whether the book has been returned within due date or not. If it is overdue, fine is computed and charged. In case, borrower's card is used, it is put in the machine and the date of issue is cancelled by printing another date opposite to the former. After it the book card is taken out of the charging tray and is slipped into the book pocket, while the pre-dated date due card is taken out from the book pocket and is kept in a specified place in some tray at the counter which can be used for future issues.

18 9 1 3 1 4 Advantages

1. It provides accurate and legible record.
2. It is a very simple method of issue without any complication.
3. Time of the staff and the borrower is saved since no writing is to be done on the book cards, due date slips, etc.
4. Lot of stationery is saved since the used date due cards can be used for future issues.
5. The following information can be readily given due to the fact that the book cards and the due date cards remain with the library staff and the borrower respectively :—
 - (i) With whom is the book ?
 - (ii) When is it due ?
6. It provides permanent record of the issue of books to various borrowers and their tastes can be gauged easily.
7. Just like Detroit Self-Charging System, it is easier to make arrangements for stock-taking and weeding out programmes due to the use of book card.
8. Lesser number of staff members is required.

18 9 1 3 1 5 Disadvantages

1. Provision of metal plates with borrowers cards is very essential.
2. The Assistant at the counter has to do more work.
3. Two registration files *i.e.*, alphabetical and numerical, are essential just like Detroit Self-Charging System.
4. Machine makes a noise and it disturbs readers.
5. If the machine goes out of order, the whole issue and return will have to be suspended.

18 9 1 3 2 Gaylord Charging System

In 1932, first electrically operated book charging system was introduced by Gaylord Brothers.⁶⁰⁶⁻⁶⁰⁹ In this system, all the processes and records used in the Newark System are retained.

18 9 1 3 2 1 Requisite Materials

1. *For the Book.* Date slips, book cards and book pockets as required in Newark System are used in the system.

2. *For the Borrowers.* Borrowers' cards or identification cards equipped with a metal plate containing embossed membership number like that of Dickman Book Charging System are required.

3. *For the Staff.*

- (i) Gaylord Electric Automatic Book Charging Machine of $13" \times 9" \times 8\frac{1}{2}"$ size which can be run on direct and alternating electric currents.
- (ii) Registration files of the borrowers—both alphabetical and numerical.
- (iii) Date due cards.
- (iv) Date plates.
- (v) Other miscellaneous forms, registers and stationery articles as required in the Newark System.

18 9 1 3 2 2 Charging Procedure

A date plate is fitted in the machine every morning. The borrowers present the requisite books alongwith their borrower's cards or identification cards at the counter. The Assistant at the counter places the metal plate attached with borrower's card in the slot of the charging machine in such a manner that the embossed side of the plate remains on the lower left-hand corner. After that,

the book card is taken out of the book pocket and is guided in the card chute and the pre-dated date due card is put in the book pocket. Date knob is set to the numeral which represents the length of period for which the book is to be issued. While the machine operates, the borrower's number and the due date are automatically printed on the book card and the latter is immediately removed from the machine and is kept in the charging tray. The borrower's card or identification card is returned to the borrower. It completes the charging process.

18 9 1 3 2 3 Discharging Procedure

When a borrowed book is returned at the counter, it is ascertained as to whether the book has been returned within the due date or not and the overdue charge, if any, is collected from the borrower. The book card after being located from the charging tray is slipped in the book pocket and the date due card is taken out from the book pocket and is kept in a special tray meant for the purpose. Thus the discharge of loan is completed.

18 9 1 3 2 4 Advantages

1. Due to the use of machine, the records are clean, accurate and intelligible.
2. Time of borrowers and staff members is saved.
3. The machine is very simple to be operated.
4. Professional staff is saved from doing non-professional, clerical routine and repetitive jobs.
5. Saving in money, time, energy and stationery are effected.
6. Books can be returned without the production of borrower's/identification card.
7. It saves the staff from unnecessary eye strain and fatigue.
8. The following information can be had at any time :—
 - (1) Where a given book is ?
 - (2) To whom has it been issued ?
 - (3) When was it issued ?
 - (4) When is it due ?
 - (5) What kinds of books have been issued ?
9. It is easier to prepare lists for inventory and weeding out purposes.
10. One borrower's card can serve multiple purposes and can be used at any of the branch libraries of a large library system.

11. If needed, different loan periods can be used for different borrowers.

18 9 1 3 2 5 Disadvantages

1. The system cannot work smoothly unless :
 - (1) Borrowers' cards with metal plates (Embossed number) are provided.
 - (2) Registration of borrowers is made.
 - (3) Two Registration files are maintained.
2. In case the machine fails, the whole of the issue counter work is put into jeopardy.
3. Every library may not afford to pay the rental fee of the machine which is more than \$50 per year.
4. It is difficult to ascertain as to how many books are issued to a particular person because the maintenance of such record is not possible if identification card is used.
5. Certain routines, which are essential, are time-consuming,

18 9 1 4 Photographic System

18 9 1 4 1 Photo Charging System

Ralph R. Shaw,^{610, 613} who was formerly the Librarian of the U.S. Department of Agricultural Library in Washington, was responsible for putting forth a new photo-charging system. He, in 1940 while Librarian at the Gary Public Library, brought into light a camera for microfilming the circulation records. In 1947 at the American Library Association conference held at San-Francisco, the Library Bureau Division of the Remington Rand Corporation demonstrated the first model of the photocharging machine.

In Great Britain, this system was first used at the Central Public Library, Wandsworth, London in 1955. After this successful experiment, it was extended to other eleven libraries. Besides, this system has been made use of in other important libraries of Great Britain, viz, Croydon, Coventry, Hampstead, Northampton.

18 9 1 4 1 1 Requisite Materials

(a) *For the Book.*

- (i) On the right-hand corner of the fly leaf of each book, the author, title and Call No. and Accession No., are written in India ink.

(ii) Book Pockets.

(b) *For the Readers.*

- (i) Identification card bearing a reader's registration number. This is generally of season ticket's size and shape made of Xylonite having neat surface on which all the usual particulars of the reader are written in India ink.

(c) *For the Staff.*

1. Photocharging machine is required. At present, the following important models are available in the market :
 - (i) Remington Rand Photocharger of $1\frac{1}{2}' \times 2' \times 2'$.
 - (ii) Recordak Junior Microfilmer.
 - (iii) Diebold Portable Microfilm Camera.
2. 10 mm. film. Rolls of different sizes are required for each of the machines i.e., 250 ft., 100 ft. and 50 ft. respectively.
3. Envelopes for sending films to laboratory for processing purposes as is essential in case of Recordak and Diebold Machines because these do not have automatic processing equipment.
4. Microfilm reader which is essential for Diebold Machine since it does not have a reader unlike those of Remington and Recordak types.
5. Spare bulbs and fuses for the machines in emergencies.
6. Pre-dated and Pre-numbered Transaction Cards. The serial numbers from one onwards are printed on it while these are pre-dated before the actual issue of books takes place. Letters A-N are printed on the top of it and thus 14 batches of Transaction Cards are made.

18 9 1 4 1 2 Charging Procedure

The borrower presents the book along with his membership identification card at the issue counter. The Counter Assistant places the book, the pre-dated and pre-numbered transaction card and the identification card in the Microfilmer in a specific position as required by each type of machine. The switch of the machine is pressed and the record of issuing the book filmed. The film is taken out after whole of the roll is exhausted and a new roll is put. The book alongwith the transaction card in the book pocket is returned to the reader. He is free to take the book.

18 9 1 4 1 3 Discharging Procedure

At the time of the return of a book, the borrower presents the book in an open position so that the serial letter on transaction card is visible. The Counter Assistant, after ascertaining as to whether the book is overdue or not, takes out the said transaction card from the book pocket and places it in a numerical sequence in a box or tray kept at the counter for the purpose and keeps back the returned book. The reader is thus absolved of his responsibility.

18 9 1 4 1 4 Advantages

1. This method ensures speed and accuracy in issuing and returning of books. Crowds are eliminated at the counter without any mistakes because requisite records are photographed and no human element is allowed to intervene.
2. It effects lot of saving of stationery and time of the staff and the readers.
3. Permanent record of issued books is possible in this type of charging method.
4. Professional staff members are required to work at the issue and return counters since these types of machine methods make the job just a clerical one.
5. Keeping of issue statistics is speedy and accurate and there is no loss of time since the pre-numbered transaction cards provide ready information.
6. It eliminates the unwanted participation of borrowers in the issue procedures and thus possible mistakes are avoided.
7. Newly enrolled members can get the books issued against the membership application forms also and thus they are not to wait till the issue of regular membership cards.

18 9 1 4 1 5 Disadvantages

1. Location of a particular book is difficult since no book card is kept at the counter but it can be found out only if whole of the roll of the film is read by means of a microfilm reader.
2. Reservation of books is difficult even though visible record of reserved books is kept since no book cards are kept. It is impossible to mark the film which is used for recording the issue record. It just depends upon the memory of Issue Counter Assistant.

3. The readers do not have any record with them as to which books have already been read by them.
4. No record in respect of return of books is kept. It may create many problems in case careless and unscrupulous readers have to be dealt with.
5. No proper stock-taking is possible since no reliable record is available to know as to which books are still issued.
6. Circulation statistics except numerical count, are not possible if breakdown by languages, readers, age groups, and sexes etc. is made.
7. In case transaction cards are misplaced or lost, it is very difficult to ascertain as to when a particular book was issued.

A comparison between Photocharging and Browne Charging Methods was made in the Wandsworth Central Library.⁶¹⁴ The following findings were reported :

1. Charging time was taken by Browne and Photocharging as 4.72 seconds and 3.25 seconds respectively.
2. Discharging time was reduced by two-thirds if photocharging method was used.
3. The filing and counting of the "charging" was reduced by 40 per cent since only the transaction cards have to be filed at the time of return of books.
4. One membership card was to be written instead of usual four reader's tickets.
5. Number of staff members is reduced in the photocharging method.
6. Simple library counter is required for photographic method as compared to a special counter for Browne method.
7. The photocharging method easily divides the work into professional and non-professional ones.
8. The operation costs are cut since the record of 26,000 books issued can be kept on 200 ft. length of film. The cost of the film and its processing is about two pounds. In other words, the cost is about 1s. 7½d per thousand of issues.
9. The cost of photocharging machine is about £400. By its use, economies in staff can be effected.
10. Any number of books can be issued to a reader.

11. A temporary charging method can be devised easily in case of breakdown and emergency.

On the whole, the photocharging method is useful for bigger libraries in which about 4,000 books are issued daily.

18 9 1 5 Audio System

18 9 1 5 1 Audio-Charging System

In 1948-49, the Audio-Charging System, also known as Dictaphone Charging, was first used at the St. Louis County Public Library.^{615, 618} It very much resembles the photo-charging system. Instead of the record being microfilmed in the later system, the requisite information is spoken into a commercial dictation machine and is recorded on tapes or recording discs.

18 9 1 5 1 1 Requisite Materials

A. For the Book. Book pockets on which the call number, author, title and accession number are given.

B. For the Readers. Reader's identification cards.

C. For the Staff. 1. Membership registration file.

2. Dictating machine, which may be either Gray Audiograph Dictating machine along with transcriber or soundscribe records and playback equipment.

3. Hand microphone.

4. Tapes or discs for recording.

5. Index strips.

6. Serially numbered transaction cards of 5"×3" size. Punch cards may be used instead.

7. Envelopes for filing discs.

8. Charts for statistics.

9. Grease pencils.

10. Receipt books for overdue charges.

11. Overdue reminder cards.

18 9 1 5 1 2 Charging Procedure

The borrower presents the book along with his identification card to the Counter Assistant who, after identifying the reader, puts a pre-dated and pre-numbered transaction cards in the book pocket and the following information is dictated into the microphone. Thus the requisite information is recorded on the tape or disc which is already placed on the machine :—

- (1) Readers name, address and membership number taken from the identification card.
- (2) Transaction card number.
- (3) Particulars of the book to be loaned which include the author, title, call number and accession number.

After recording this information, the book and identification card are handed over to the borrower and thus the charging procedure is over. The first and last numbers of the transaction cards are entered on the index strips and the discs or tapes and the index strips are filed in the evening.

18 9 1 5 1 3 Discharging Procedure

At the time of the return of the book, the Counter Assistant takes out the transaction card from the book pocket and files it in the concerned filing tray. The fine, if any, is charged. The discharging procedure is thus over.

Renewals are effected by making new transaction cards and the particulars of the book are given on this card which is filed in a special renewals file.

For sending overdue notices, the transaction cards' file is looked through in order to find out the missing numbers and the particulars of the readers and books are ascertained by placing the disc near the missing number in a playback position and information is recorded on the overdue cards. /

Reservations are effected by using a visible index or a dummy system.

18 9 1 5 1 4 Advantages

1. Speed and accuracy in issuing and returning of books is ensured.
2. Professional and clerical duties are differentiated.
3. Wastage of men, materials and stationery are avoided.
4. Counting of daily statistics is easier.
5. Permanent record of books issued is kept on tapes or discs.
6. Simple machinery is required.
7. Information about overdues can be easily had from the tape or the disc.

18 9 1 5 1 5 Disadvantages

1. Location of a particular book on the disc is difficult.
2. Since no cards are kept at the counter, it is difficult to find out as to with whom a particular book is and when it is due.
3. Readers may object to calling about their names and addresses while charging books.
4. It is not possible to ascertain as to whether a book has been returned or not, which may lead to many complications.
5. Readers do not have any record of the books which they have read already.
6. In case the machine fails, many difficulties arise.
7. Stock-taking becomes difficult.
8. Statistical information about subjects, readers, and their class or sex can not be compiled easily.
9. Some inaccuracies may occur while dictating.
10. Handling of reservation or renewals is not satisfactory.

18 9 1 6 Other Charging Systems**18 9 1 6 1 Punched Card Charging System⁶¹⁹**

A special feature of this system is the use of punched cards. Various types of such cards are in use. These include mainly the Hollerith, I.B.M., Remington and Keysort cards of McBee Company of Canton, Ohio. This type of charging system was first used by Ralph H. Parker at the University of Texas Library in 1936. Frederick G. Kilgour used McBee Keysort punched cards at the Harvard College in 1939.

18 9 1 6 1 1 Requisite Materials

A. For the Book. Book pockets having bibliographic information about the book *i.e.*, call number, author, title and accession number.

B. For the Readers.

Punched Cards.

- (a) Call cards on which the call number, volume, author, title and the name and address of the borrower are provided. These call cards may be of two kinds *i.e.* IBM punched call cards of 3.25" × 7.375" size or McBee Keysort punched call cards 3" × 5" to 3½" × 6" size.

- (b) Transaction cards : pre-numbered and pre-dated.
- (c) Book cards which may be of two kinds *i.e.* McBee Keysort Cards and IBM punched book cards. The former is more popular.

C. For the Counter Staff.

1. IBM alphabetic duplicating key punch for IBM call cards and McBee Handslotting punch or Foot Groover for McBee Keysort call cards.
2. IBM time stamping machine for transaction cards.
3. IBM Horizontal sorter and sorter needle or tumbler or selective sorter for IBM and McBee Keysort cards respectively.
4. Card savers for covering the errors in the McBee Keysort cards.
5. Other stationery *i.e.* printed cards for statistics, overdue notices, etc.

18 9 1 6 1 2 Charging Procedure

In case call cards are used, the borrower hands over one call card for each book to be borrowed after giving the call number, author, title and his name and address. The book lifter or page goes to the stock and brings the desired book to the issue counter. The call card is inserted in the time stamping machine which automatically stamps the transaction number and the date in the order of year, month, day and time. The stamped call card is filed in the charging tray in a numerical order. The pre-punched, pre-numbered and pre-dated transaction card is slipped in the book pocket. This completes the charging procedure.

In case IBM call cards are used, the due date is stamped on these cards by the Counter Assistant and after sorting them as required, these are punched to indicate the due date or a special issue.

If McBee Keysort call cards are used, the cards after being stamped are notched for indicating due date or a special charge. These are filed in the charging tray in a classified order. If book cards are used, the borrower signs the book card which is taken by the book lifter or the page to the stacks and he hands it over to the Counter Assistant alongwith the book. The due date card is slipped in the book pocket. Either the due date etc. is embossed on the book card or the latter is punched or notched or renotched after

filling the previous notch by the use of card savers. These book cards are filed in the charging tray in a classified order.

18 9 1 6 1 3 Discharging Procedure

If case transaction cards are used, the card is taken out of the book pocket of the returned book and is filed in a specific tray meant for the purpose and the discharging procedure is thus over.

In case call cards are used, at the time of the return of a book, the call card is taken out of the charging tray after tallying the particulars of the book from the call card and the book. The call card is either destroyed immediately or it is given back to the borrower.

If book cards are used, at the time of the return of a book, the book card is taken out of the charging tray and is slipped into the book pocket of the returned book. Thus the book is duly returned.

18 9 1 6 1 4 Renewals

If the book to be renewed is brought to the library, it is considered to be a new charge but in case the book is not brought to the library, the following steps are taken :—

1. In case of Transaction Cards, a special slip providing the call number, the transaction number and the old and new due dates, is prepared and attached to the call card.
2. In case of Call Cards, one of the following two methods is used for renewing the issue of a book :
 - (i) A new call card is prepared as if it is a fresh issue. After withdrawing the old call card from the charging tray, it is destroyed and "Ren" is marked on the upper right hand portion of the new call card and is filed in the day's charging tray.
 - (ii) New due date is stamped on the book card and the call card, while "Ren" is put on the call card and it is renotched for indicating the due date.
3. In case of book cards, the book card is taken out of the charging tray and after putting "Renewed" and the new due date on the book card it is renotched for new due date and is filed in the day's charging tray.

18 9 1 6 1 5 Overdues

If Transaction Cards are used, the overdues are ascertained by comparing the returned transaction cards with the complete master deck of numbered cards by means of the Collator. The call cards which bear the same transaction numbers are given on the unmatched master cards which represent the overdue books for a particular day. Overdue notices are written and despatched. All the other call cards are destroyed.

In case Call Cards are used, the overdues can be determined by sorting out daily, bi-weekly or weekly by a sorting machine the overdue cards from the circulation file which is either needed in a sequence of due dates if Keysort Cards are used or is run through on IBM sorting machine for selecting overdue date cards. Thus overdue notices are sent to the defaulters. Cards are renotched for next due dates and are replied.

In case Book Cards are used, the cards for overdue books are sorted out either daily or twice a week, as the case may be, by means of a needle from the master file of loan records. After sending out notices, these are renotched for next due dates and are filed.

18 9 1 6 1 6 Advantages

1. Speed, accuracy and efficiency are ensured.
2. Less manual labour is required.
3. Multiple sorting features can be ensured.
4. Maintenance of circulation statistics is simplified.
5. Savings are effected in money, materials and men.
6. Neatness and cleanness are ensured.
7. Punched call cards are easier to handle due to their heavy and stiff material.
8. Conversion to or from other systems/procedures is easier.
9. Charging records are simple and flexible.

18 9 1 6 1 7 Disadvantages

1. Finding out of a particular book in the circulation file is difficult.
2. Reservation of books is not satisfactory and is time-consuming.
3. Preparation of circulation statistics by class numbers is not possible.

- In short, the punch cards system can be made use of with profit by fairly big libraries, otherwise the overhead charges will be enormous and the cost of issuing books per unit will be beyond the reach of smaller libraries.

In order to identify the borrowers, at a glance, a method, known as "Signature Charging" has been used for charging books. Two such systems have been brought into light by two well-known firms e.g. Demco Library Supplies and the Library Bureau Division of Remington. These two systems are almost identical and are known as Demco Visible Record Charging System and Remington Rand Index Visible System.

$$= 9\frac{1}{8}'' \times 10\frac{1}{8}'' \text{ (to hold 62 cards).}$$

3. Tray for holding Panels.
following records fall :

- (i) Demco's small steel tray to hold 26 panels of 3,042 names or its large tray to hold 67 panels of 7,500 names.
 - (ii) Remington Rand's small insert tray to hold 70 panels of 4,340 names or its large tray to hold 70 panels of 6,510 names.
4. Guide with a tab to indicate the names filed.

18 9 1 6 2 2 Charging Procedure

When the borrower brings the book at the counter for getting it issued, the Counter Assistant obtains the name of the borrower and gets the identification number from the visible file in Demco system and is written on the book card which is filed in day's circulation file. In the case of Remington Rand System, the book card is signed by the borrower and is checked from the visible file by the Counter Assistant and is filed by him in day's circulation file. The date card is put in the book pocket. It completes the charging procedure.

18 9 1 6 2 3 Discharging Procedure

When the borrower brings back the book at the counter, it is ascertained from the date slip as to whether the book is overdue or not. After charging the fine, if any, the relevant book card is taken out of the charging tray and is slipped in the book pocket of the concerned book. This completes the discharging process.

Necessary procedures about renewal, reservation and compilation circulation of statistics are followed in accordance with the Newark System while the overdue notices are sent after ascertaining the full names and particulars of defaulters from the visible registration file.

18 9 1 6 2 4 Advantages

1. It eliminates various records of borrower's tickets or identification cards, registration file and due date slips etc.
2. The system is very simple and inexpensive since no machines are required.
3. Borrower's special interests can be kept in view always by recording these on the visible file.
4. Registration file can be kept up-to-date since it can be detected easily as to who are active members.

5. Overdues can be determined easily and therefore notices can be sent earlier.
6. Savings in time and energy of the staff are effected. This staff can be diverted towards readers' services.
7. Savings in stationery and supplies are ensured.
8. Permanent record is kept as to what kind of books have been read by a person.
9. Essential records are kept and the information on the following points is got easily :
 - (a) To whom has a particular book been issued ?
 - (b) When is it due ?
 - (c) Where is a particular book ?
10. Different periods of loan of books can be applied without following special procedure.
11. Reservation of books is possible.
12. Stock-Taking and weeding out procedures can be executed very easily.

18 9 1 6 2 5 Disadvantages

1. Reservation of books is time-consuming since a book is to be located at least at 28 places.
2. In order to keep the visible file upto date, re-registration of borrowers is essential.
3. Congestion at the circulation counter may be caused in rush hours.
4. Noting down the identification number from the visible file after obtaining the name of the borrowers is time-consuming and there is a possibility of committing errors.
5. All the usual book records are kept and so there is no saving of stationery.
6. This system can be successful in small libraries only.

18 9 1 6 3 I.B.M. Circulation Control System^{628, 630}

I.B.M. Circulation Control System was demonstrated by International Business Machines Corporation at the 1947 American Library Association Conference held in San Francisco. This was the result of experiments carried out by the said Corporation at the

request of the Board of Trustees of Montclair Public Library, New Jersey, in 1940. This system also uses a transaction card. The loan records are kept in the numerical sequence but the filing of these cards is ensured by the use of I.B.M. equipment.

18 9 1 6 3 1 Requisite Material

Besides usual stationery articles such as Registration file of borrowers and Book Pockets, the following additional equipment is required :

1. I.B.M. Time Stamping Machine.
2. Punched transaction cards $3\frac{1}{2}'' \times 4\frac{1}{8}''$.
3. Loan slips with necessary columns for entering the particulars of author, title, borrower's name and address, transaction number, due date and the branch number, if any.
4. Card sorter.
5. Collator.
6. Deck of master cards which are serially numbered.

18 9 1 6 3 2 Charging Procedure

The time stamping machine is properly set *i.e.*, when a new deck of transaction cards is to be used, the machine is returned back to 00000.

The borrower fills up the necessary particulars in the loan slip at the time of getting a book issued and hands it over to the Counter Assistant along with the book to be issued and his Identification Card.

The Counter Assistant after verifying the particulars of the loan slip inserts it in the time-stamping machine. It, in its turn, automatically prints the transaction or loan number and due date along with the name and address of the library or its branch from which the book is issued. This loan slip is arranged in the charging tray in a numerical order and a pre-punched, pre-dated and pre-numbered transaction card is slipped in the book pocket of the book issued. Thus the book is issued.

18 9 1 6 3 3 Discharging Procedure

At the time of the return of the borrowed book the Counter Assistant takes out the transaction card from the book pocket and

files it in a file kept for the purpose. After determining the overdue charges, the book is sent to the shelves. Thus the book is returned.

18 9 1 6 3 4 Advantages

Like all machine charging systems, it also ensures many advantages which include accuracy, speed, efficiency, saving of time, energy and money. A special advantage ensured in this system is the use of loan slips which provide permanent and reliable record on many counts.

18 9 1 6 3 5 Disadvantages

This system like other machine charging methods suffers from many defects already mentioned while discussing machine methods.

18 9 1 6 4 I.M.B. Modification⁶³¹⁻⁶³³

George G. Young devised a Modified I.B.M. Circulation Control System in 1948 while he was Librarian at the Mill Valley California Public Library, U.S.A. In this system, less expensive machinery and stationery articles are required.

18 9 1 6 4 1 Requisite Material

Besides the usual equipment required in the I.B.M. Circulation Control System, in the modified system the following articles replace their counterparts of the former system :—

1. A numbering machine, preferably a six-wheel numbering machine which provides for a mechanism for depressing the Zeros for avoiding them to be printed.
2. 3" × 5" Transaction Control Cards (McBee Keysort) which are punched on two sides but are undated.
3. Pre-dated charge slips on which the particulars of books and borrowers are written.
4. Hand Punch or Tri-mee 363 punch.
5. McBee Keysort or 12 inch No. 2 Knitting needle.
6. Due date slips are pasted in the book.

18 9 1 6 4 2 Charging Procedure

The borrower fills up the pre-dated charge slip and presents it along with the book. The Counter Assistant stamps the transaction number on the charge slip and the date due slip. Transaction

card of even number is slipped into the book pocket and the book is thus issued. The charge slips are filed in the charging tray.

18 9 1 6 4 3 Discharging Procedure

At the time of the return of the book, the Counter Assistant takes out the transaction card from the book pocket and places it in a file meant for the purpose. The transaction cards are sorted by means of a needle by prefix number and are stored in a tray unless overdue notices are to be sent. This completes the discharging procedure.

18 9 1 6 4 4 Advantages

It has got all the advantages of the I.B.M. Circulation Control System and in addition to these and unlike other machine systems, it ensures efficient service by using less costly equipment. A permanent record about books and borrower's is provided by the charge slips and disputes are avoided by having borrower's signatures on the charge slips.

18 9 1 6 4 5 Disadvantages

Some of the disadvantages of machine methods are inherent in this system also. These include the difficulty in reservation procedures, illegible record, loss of time of the readers while filling up charge slips, etc. etc.

This system is useful in small libraries in which a few hundred books are issued daily.

18 9 1 6 5 Wayne County Charging System^{634, 635}

This system, also known as Colour Charging System, was introduced by Walter H. Kaiser in 1948-49 at the Wayne County Public Library, Detroit, Michigan, U.S.A. It is a kind of transaction loan number charging system. No charging machine is used in this system. One transaction number for identifying readers is given and one specific due date is given in a week.

18 9 1 6 5 1 Requisite Material

Besides usual stationery articles, the following are required specifically :—

1. Transaction or loan cards. Punch cards (McBee Keysort Cards) are generally used which also serve as due date cards.

2. Charge slips. On one side of this slip the particulars of books are given (upto 4 books at a time) while on the other side, the name and address of the borrowers are given.
3. For stamping the transaction number on the cards a consecutive numbering machine is required.
4. One sorting needle.
5. Book Pockets.
6. Spare unnumbered punched cards.

18 9 1 6 5 2 Charging Procedure

The borrower fills up the charge slip by taking the particulars of the book from the book-pockets. The Counter Assistant after verifying the particulars on the charge slip puts in the book pocket a pre-numbered and pre-dated colour banded loan card. The loan number of the first issued book is written on the charge slip and others have numbers in a sequence. The charge slip is filed in a specific tray in a numerical order so as to facilitate the filing and counting of issue cards.

18 9 1 6 5 3 Discharging Procedure

When a borrower brings back a book for returning, the Counter Assistant takes out the transaction or loan card from the book pocket and after determining the overdues, which can be ascertained easily since different coloured loan cards are used for each week, files all the loan cards in a tray to be sorted by colours. Overdue notices are sent by consulting the charge slips. This completes the discharging procedure.

18 9 1 6 5 4 Advantages

Besides speed, efficiency and accuracy, this system specifically ensures easy determination of overdue charges due to the use of coloured cards for each week and the putting of one due date on the loan cards in a week. Analysis of any kind can be obtained from the charge slips.

18 9 1 6 5 5 Disadvantages

Like other mechanical and transaction card methods, reservation of books is unsatisfactory, location of a specific book in the charge tray is difficult since the charge slips are arranged in a

numerical order and lot of time is spent by the borrowers in writing the particulars of the books on the charge slips.

This system, however, can be used by all sizes of libraries.

18 9 1 6 6 Tab Charging Systems

The tab charging systems, based on single record include Date Tabs, Signal Tabs, Inked Tabs, Scotch Tape Tabs and Tab-Pockets. The common feature of all these methods is the indication of due date by the position of tabs.

18 9 1 6 6 1 Date Tabs System⁶⁴⁰⁻⁶⁴⁸

This system was first used by the Women's College of the University of North Carolina. The tabs in this system are applied to call cards.

18 9 1 6 6 1 1 Requisite Materials

Besides date slips, coloured call cards of 5" × 3" size which have a date tab extending about 1/4 inch above the top right hand. These are numbered either 1-31 or 1-12 (for days or months as the case may be). Call number, author and title of the book and name and address of the borrower are written on this call card.

18 9 1 6 6 1 2 Charging Procedure

A call card meant for an appropriate due date is filled up by the borrowers and the book is brought by the page from the stacks. The Counter Assistant after verifying the particulars on the call card, stamps the due date on the date slip and the call card at the right hand top. The call card is filed in a classified order in the charging tray. Thus the charging procedure is completed.

18 9 1 6 6 1 3 Discharging Procedure

When the book is returned, the Counter Assistant takes out the call card from the charging tray and slips it in the book pocket. After verifying the particulars from the book, the call card is destroyed and the book is sent to the shelves unless it has been reserved.

18 9 1 6 6 1 4 Advantages

Charging and discharging of books is performed with accuracy, speed and efficiency with lot of saving in stationery etc. Circulation statistics can be got easily by having resort to the call cards.

18 9 1 6 6 2 Signal Tabs System^{644, 647}

This system was first used in 1941 by the Trinity College Library in Washington, D.C., U.S.A. In this system, the tab is applied to the book card.

18 9 1 6 6 2 1 Requisite Material

Besides the equipment used in the Date Tab System, the following are used :—

1. A book card is used instead of a call card. This book card, as usual, contains particulars of the book such as author, title, call number and the accession number.
2. Visible signal tabs which are coloured and are made of plastic, metal or steel.

18 9 1 6 6 2 2 Charging Procedure

The borrower signs the book card and hands it over to the Counter Assistant who after verifying the particulars of the book stamps the due date on the book card and the due date slip in the book. The book card is filed in the charging tray in a classified order while the book is handed over to the borrower and thus the charging procedure is completed.

18 9 1 6 6 2 3 Discharging Procedure

When the book is returned at the counter, the Assistant takes out the tabbed book card from the charging tray and after cancelling the date and removing the tab, slips the book card in the book pocket and the book is sent to the shelves unless it is reserved.

18 9 1 6 6 2 4 Advantages

Besides ensuring speed, efficiency and accuracy in charging procedures, in this system it is easier to attach or remove the tab from the book card. This system is inexpensive.

18 9 1 6 6 2 5 Disadvantages

Signal tabs, which are liable to loosen, may cause many difficulties. To remove the book cards from the charging tray, is somewhat cumbersome. Slipping of book cards, being essential, entails wastage of time.

18 9 1 6 6 3 Inked Tabs System^{648, 650}

In 1947, the University of Pennsylvania Library introduced a new charging system known as "Circulation by technicolour" or

Inked Tab Charging System. Ink and nail polish (used by Boston University Library) may be applied to call cards.

18 9 1 6 6 3 1 Requisite Materials

Besides usual equipment, the following are required. :—

1. Call cards, on the one side of which the particulars of the book and the borrowers are given while on the other side, report about the book requested for is given.
2. Coloured ink or nail polish alongwith small brush or a moistener which is tipped with rubber and a blotter.

18 9 1 6 6 3 2 Charging Procedure

The borrower fills up the call card and the book is brought to the counter. The Counter Assistant after verifying the particulars of the book to be issued stamps the due date on the call card and the due date slip. The call card is kept in the day's circulation file and is tabbed with ink or nail polish and all the call cards representing the books issued in a day are arranged in a classified order.

18 9 1 6 6 3 3 Discharging Procedure

When the borrower brings back the book for returning, the Counter Assistant takes out the relevant call card from the charging tray and after verifying particulars of the returned book and the pulled out call card sends the book for shelving. The call card is destroyed after calculating overdue charge, if any.

18 9 1 6 6 3 4 Advantages

Usual advantages which are available in tabbed systems are ensured in this system also. In addition to these, the provision of the reports about the requested books makes the system flexible and effective. This system is also very inexpensive since no special material is required for tabbing.

18 9 1 6 6 3 5 Disadvantages

Much care has to be taken in tabbing the cards since there remains always a danger of putting wrong code numbers and colours.

18 9 1 6 6 4 Scotch Tape Tabs System^{651, 654}

In 1942, Willian Patterson Reid, the then Associate Circulation Librarian at the University of Michigan Library brought into use a charging system in which scotch tape tabs were applied to book cards.

18 9 1 6 6 4 1 Requisite Material

Besides book pockets, date due slips and book cards, the following items are required :—

1. Scotch tape roll of 1/2 inch width.
2. Scotch tape dispenser.
3. Razor blade.
4. Red ink.

18 9 1 6 6 4 2 Charging Procedure

The borrower signs the book card and gives his name and address. The Counter Assistant, after verifying the particulars stamps the book card and the date due slip. The scotch tape tab is attached on each book card at a place already decided. The book cards are filed in the charging tray in a classified order. Thus the book is duly charged.

18 9 1 6 6 4 3 Discharging Procedure

When the reader gives back the book for returning, the Counter Assistant takes out the book card. After verifying the due date and calculating the overdue charges, if any, slips the book card in the book pocket and the book is sent to the shelves.

18 9 1 6 6 4 4 Advantages

In this system the charging routines are performed with accuracy, speed and efficiency. It is also capable of being adopted from a double record system. Tabs in this system can be attached in a speedy manner.

18 9 1 6 6 4 5 Disadvantages

The attaching and removing of scotch tape tabs is a cumbersome job and it takes time to slip the book cards in the book pockets.

18 9 1 6 6 5 Tab-Pocket Charging System⁶⁵⁵⁻⁶⁵⁸

The Tab-Pocket Charging System was introduced by Felix E. Snider, Librarian of the Kent Library at South East Missouri State College.

18 9 1 6 6 5 1 Requisite Material

Besides book pockets, book cards and date due slips, the following materials are required :

1. Tab-pockets which are numbered 0-12 and have a back piece with tabs extending to about 1/4 inch above the top of the card.
2. Library record cards of the students.

18 9 1 6 6 5 2 Charging Procedure

The borrower appends his signatures on the book card. The Counter Assistant after verifying the particulars of the book stamps the due date on the book card and the date due slip. The book card is kept in a temporary file for filing it at a later date. Thus the book is duly issued. The book card is slipped into a specific tab-pocket (according to the dates decided earlier) and is then filed in the charging tray in a classified order alongwith the tab-pocket.

18 9 1 6 6 5 3 Discharging Procedure

When the borrower returns the book, the Counter Assistant takes out the book card alongwith the tab-pocket from the charging tray and after verifying the book and the book card, takes out the book card from the tab-pocket and slips it in the book pocket pasted in the book. The book is sent for shelving and the tab-pocket is placed in a special tray. The tab is separated from the tab-pocket. The pocket can be used in future.

18 9 1 6 6 5 4 Advantages

The charging routines are performed with efficiency, accuracy and speed in this system. It is also handy, since in it only a single record is kept. Two kinds of records can also be made available. Reservation of books is easy.

18 9 1 6 6 5 5 Disadvantages

Tab-pockets, besides being expensive, are bulky and take lot of space. When sorting of book cards is done by hands lot of time is wasted.

18 9 1 6 7 Double Record Charging System⁶⁵⁹⁻⁶⁶¹

In many American Universities and Colleges, a double record charging system has been used *i.e.* one card is filed by classification number while the other is filed by due date.

18 9 1 6 7 1 Requisite Material

Besides book pockets and date due slips, the following articles are used in this system :

1. Two book cards.
2. Call slip (in closed access).

18 9 1 6 7 2 Charging Procedure

A call slip is prepared by the borrower (in closed access libraries) and the book is brought to the counter by a page. But, in open access libraries, the borrower brings the book by himself.

In any case, the borrower signs the book cards and the Counter Assistant puts the due date on the date slip and the book cards. The book cards are arranged in two separate trays *i.e.* one by classification number and the other by the due date.

18 9 1 6 7 3 Discharging Procedure

When the borrower brings back the book, the Counter Assistant takes out the book cards from the concerned trays and after calculating the overdue charges, if any, slips these cards in the book pocket and thus the book is duly returned.

18 9 1 6 7 4 Advantages

Location of a particular book is easier since in this system two kinds of records are provided. A permanent record of books read by readers is kept. Reservation of books is easier. Reading interests of borrowers can be gauged from the book cards. In rush hours, many assistants can do the charging or discharging work.

18 9 1 6 7 5 Disadvantages

The charging procedures are cumbersome and time-consuming since due date is to be stamped at three places. Lot of stationery is required.

18 9 1 6 8 Double Call Slip Charging System⁶⁶²

In 1951, the University of Missouri Library used a double call slip charging system under the guidance of Ralph H. Parker. The Columbia University Library used this system in 1952 with certain modifications.

18 9 1 6 8 1 Missouri System⁶⁶³

18 9 1 6 8 1 1 Requisite Materials

1. Call slips with a perforated stub either at left or bottom. The first slip contains the particulars of the book and the borrowers while the other portion contains the call number and volume and copy number of the book.

2. Centamatic multiple punch.
3. Metal rod or needle.
4. Stickers to cover the holes.
5. Stamping mechanism.
6. Due date slips.

18 9 1 6 8 1 2 Charging Procedure

The borrower fills up both the parts of the call slip. The Counter Assistant after getting the book from the stacks fills up the following information in both the parts of the Call Slip :

1. Accession Number.
2. Year or edition of the book.
3. Volume number or copy number.

The second portion (perforated stub) is torn off and is slipped in the book pocket alongwith the due date slip. If the latter is not used, the date due is stamped on this stub and is kept in the book in such a manner that the date due is visible.

The call slip is kept in the tray for filing after punching the same in a particular manner and the call slip is stamped with due date and is filed in the charging tray in a classified order.

18 9 1 6 8 1 3 Discharging Procedure

When the book is returned by the borrower, the Counter Assistant takes out the date due slip and the call slip stub from the book pocket and the call slip from the charging tray. After verifying with the stub, call slip is destroyed unless some overdue fine is to be charged. The book is duly returned.

18 9 1 6 8 1 4 Advantages

The charging procedures are performed with speed, efficiency and accuracy. Moreover, the system is simple and inexpensive.

18 9 1 6 8 1 5 Disadvantages

It is time-consuming since the Counter Assistant has to fill up the call slip stub and has to compare it with the call slip at the time of return of books.

18 9 1 6 8 2 Columbia System⁶⁶⁴⁻⁶⁶⁷

18 9 1 6 8 2 1 Requisite Materials

In this system besides book pockets, the following articles are required :

1. Fold-over card having two parts :
 - (a) Charge card of $5'' \times 3''$.
 - (b) Carbon copy of the part of the charge card ($3'' \times 3''$).
One of these is used as call card while the other one is taken as book card. The back spaces of these cards are used for the report about the books demanded.
2. Carbons which may be either of wax or interleaved.
3. Pre-dated transaction cards which have got space for writing the date of issue/due date and the transaction number.
4. A numbering machine (Bates).
5. Coloured signal tabs.

18 9 1 6 8 2 2 Charging Procedure

The borrower fills up the fold-over card for each book to be got issued. The Counter Assistant verifies the particulars and puts the issue time and number, if in vogue. The book is brought to the counter by the page and the Counter Assistant puts one charge card in the charging tray while the other card is stamped with the transaction number by means of Bates numbering machine. The same number is stamped on the transaction card which is slipped in the book pocket of the book to be issued.

Both the charge card and the carbon card are stamped with due date. The former is filed in a classified order while the latter is filed by transaction numbers behind date guides.

18 9 1 6 8 2 3 Discharging Procedure

When the book is returned by the borrower, the Counter Assistant takes out the transaction card from the book pocket, keeps it in a tray and after calculating the overdue charge, if any, sends the book to the stacks.

The transaction cards of the returned books are filed datewise and numberwise and are cancelled by comparing them with the carbon cards and are clipped with carbon cards. These clipped cards are arranged in a classified order and then the charge card is taken out from the charging tray and is clipped to the already clipped carbon card and transaction card of the concerned book and this unit of three records is placed in a tray meant for cancelled cards.

18 9 1 6 8 2 4 Advantages

The circulation routines are performed with speed, efficiency and accuracy in this system. It also effects saving in stationery supplies.

18 9 1 6 8 2 5 Disadvantages

This system is very much cumbersome and time-consuming since many routines are to be gone through while charging and discharging books.

18 9 1 6 9 1 Accession Number Charging System⁶⁶⁸⁻⁶⁷⁰

In 1949, this system was introduced in the Lamont Library of Harvard College.

18 9 1 6 9 1 1 Requisite Material

1. Charge slips with five blocks at the top. The particulars of the book and the borrowers can also be written on these.
2. Date due cards with five blocks similar to those of charge slips.
3. Book Pockets which are numbered as under :—

For Reserved books	1-29999
For general collection books	30000-99999

These represent actually the accession numbers which are to be found on the verso of the title pages of the accessioned books in the library.

4. Numerical record of authors and titles.

18 9 1 6 9 1 2 Charging Procedure

The borrower fills up the charge slip and gives the circulation number as given on the book pocket. The Counter Assistant, after checking these, writes the circulation number on a pre-dated date due card and slips this card in the book pocket. The charge slips are filed in the charging tray by due date and circulation numbers.

18 9 1 6 9 1 3 Discharging Procedure

When the borrower returns the book, the Counter Assistant takes out the date due card from the book pocket and after verifying the numbers and calculating the overdue charges, if any, takes out the charge slip from the charging tray. The charge slip is destroyed after comparing it with the date due card.

18 9 1 6 9 1 4 Advantages

The circulation routines are performed with speed, accuracy and efficiency and lot of clerical work is eliminated. Savings are also effected in stationery supplies.

18 9 1 6 9 1 5 Disadvantages

There is a possibility that the borrowers may copy Accession numbers wrongly. So it implies that the Counter Assistant has to check these numbers very minutely and carefully.

18 9 1 6 9 2 Coloured Card Charging System⁶⁷¹

This system was used at the Bowdoin College Library.

18 9 1 6 9 2 1 Requisite Material

Besides date due slips, the following items are required :

1. White and coloured call cards on which the particulars of the borrowers are written.
2. For borrowers' record, special forms are used.

18 9 1 6 9 2 2 Charging Procedure

The borrower fills up the call card of the requisite colour and hands it over to the Counter Assistant who after getting the book from the stacks puts the due date stamp on the call card and the date due slip. The book is thus duly issued. The call card is filed in a classified order in the main charging tray. The Counter Assistant prepares a duplicate call card on a special form and files the same in a classified order under the borrower's name.

18 9 1 6 9 2 3 Discharging Procedure

When the borrower brings back the book, the Counter Assistant after determining the overdue charges, if any, takes out the call card from the charging tray and checks the particulars of the returned book with the call card. The duplicate card is also removed from the file and is cancelled. The book is sent to the stacks for shelving.

18 9 1 6 9 2 4 Advantages

Charging routines, being simple, are performed with speed and efficiency. The periods and types of loan are easily determined from the colours of the call cards.

18 9 1 6 9 2 5 Disadvantages

It is time-consuming and there remains a danger of mistakes because the borrowers fill up the call card. It takes a lot of time in preparing duplicate call card for borrower's record.

18 9 1 6 9 3 Token Charging System

A novel charging system has been brought into use at the Westminster Public Libraries in May, 1954. It is very simple in operation. It is being adopted by many other libraries in England. These include Epsom and Ewell Public Libraries. It is as simple as you find at a Property Counter or a Cycle Shed. When you keep your receptables or cycle, you are given a token in lieu of your article/cycle. The token is taken back from you when you get your article/cycle. The Token Charging System involves a reverse process. This system can be successful only if most of the borrowers are honest and take care of their tokens. L.R. McColvin has explained this system in an article.⁶⁷²

At the end of the year, all issued tokens are to be given back by the readers. Their reader's tickets are reissued and tokens are given to them again. If a reader reports the loss of any token, he is asked to pay a fixed sum of 10 shillings. No reader is allowed to avail of this facility more than thrice in a year. This is a safeguard against unscrupulous borrowers who may prefer to keep costly library books by paying a nominal sum of 10 shillings for each such book.

18 9 1 6 9 3 1 Requisite Materials

A. For the Book. Date labels which are pasted on the fly-leaf of each book.

B. For the Borrower. Each borrower is given a Reader's Card similar to Brown's pocket ticket. It is valid for one year. In addition, he is given three tokens made of hard Celluloid of 3"—4"×2" size. Their colour is blue and are stamped with the Westminster coat of arms.⁶⁷³

C. For the Counter. Extra tokens are required for issuing to those borrowers who report the loss of their earlier tokens or who enroll as new members.

18 9 1 6 9 3 2 Charging Procedure

The borrower surrenders one token for every book he borrows. The Counter Assistant, after verifying the Reader's Card, stamps the due date of return on the date label. Only this process is undertaken.

18 9 1 6 9 3 3 Discharging Procedure

At the time of the return of a book, a reader is given back one token for every book he returns. It is done after the due date is verified and the fine is charged, if any. No overdue notices are sent.

18 9 1 6 9 3 4 Advantages

1. It saves time which is otherwise wasted in recording particulars in other systems.
2. Lot of stationery and energy is saved.
3. Extra books can be issued easily by giving additional tokens, if otherwise allowed by the librarian.
4. It implies automatic safe custody of tokens because otherwise a borrower has to pay 10 shillings for each lost token.
5. If the system fails, it can be easily replaced by a card system without any dislocation.

18 9 1 6 9 3 5 Disadvantages

This system is unable to provide the following information from the issue records :

1. Who has got a particular book ?
2. When a particular book is issued/due ?
3. Which book has been issued to a particular reader ?
4. How many books have been issued to a particular reader ?
5. It is an unsafe system. Many dishonest and unscrupulous borrowers may not return costly books by paying much smaller amount for the books.

18 9 1 6 9 3 6 Effects of the System

L.R. McColvin gives an idea about the working of the system and explains its possible effects. He states that "...whatever the other effects of the system may be—and we are sufficiently open-minded to realize that every system has its intangible influence upon borrowing habits—we have lost nothing at all compared with what we have gained, both financially and in terms of a speedier, more efficient service and a staff better able to do their real work."⁷⁴

18 9 1 6 9 4 Computer Charging System⁷⁵

A new charging system called "Computer Charging" has been put into operation at the Chichester Libraries.

18 9 1 6 4 1 Requisite Materials

1. Book cards of 3" × 2" size.
2. Readers' tickets of 3" × 2" size.
3. A computer.
4. Three readers.
5. A tape punch.
6. Sandpaper.

18 9 1 6 9 4 2 Charging Procedure

The book cards and readers' tickets are fed into the computer. Multiple issue counters can be set up to meet the rush of borrowers.

18 9 1 6 9 4 3 Discharging Procedure

The book cards of the returned books are put through the discharge readers. This also can be used at various points.

18 1 2 6 9 4 4 Advantages

1. It ensures increased efficiency through mechanisation as following :—
 - (a) It releases staff time from routines such as overdues, visible index checking etc.
 - (b) It brings more efficient service by speedier machine handling of routines and by eliminating possible sources of human error.
 - (c) It gives us some fringe benefits for example, the returned date labels can be an aid to book selection.
2. It provides a potential service in depth in the following ways :—
 - (a) It offers us a much greater awareness of reader and book use.
 - (b) It provides opportunities to approach fundamental problems of linking the right reader with the right book.

18 9 2 6 9 4 5 Disadvantages

1. It is a very costly system.
2. Crossed book cards can be expected. But the error can be detected, before the member leaves the return counter, by noting the reader and book number and discharging manually.

3. It does not directly bring about speedier charging or discharging.

18 9 2 Conclusion

It is evident from the detailed description of various charging system practised by different libraries of the world that the librarians and library equipment designers and suppliers have been trying untiringly to devise an inexpensive, speedy and fool-proof charging system. But so far no such system has been devised which has all the elements of a good charging system.

India is in a developing stage. So far as libraries, librarianship and library techniques are concerned, many of the systems described above can be made use of after making suitable modifications in accordance with the local needs and circumstances. Even photocharging or other machine charging methods can be used in large libraries like the Delhi Public Library where daily about 14,000 book transactions take place (7000 vols. are borrowed, and 7000 vols. are returned).⁶⁷⁶ This library is, perhaps, the busiest library of Asia.

**EFFECTIVE USE
OF
LIBRARY READING
MATERIALS****19 1 Necessity**

"Few of even the best readers, college professors for example, are sufficiently informed about reference services and tools, how to look up a subject and how to be sure they have found all that might help them. As a result, if they use books and libraries at all they flounder, waste time, overlook items and get only a part of the potential values."⁸⁷⁷

The reasons for this state of affairs are not far to seek. These include :

1. Ignorance on the part of the existing and potential readers about the services provided by a particular library.
2. Misconception about the efficacy or utility of a library's services.
3. Prejudices about a library.
4. Reading habit not as essential and compelling as that for food.
5. The hide and seek character of books.

"By now the idea is fairly well-accepted that instruction in how to use a library, any library, would be a good thing.....There is general agreement, although not complete, that some form of instruction should be given to pupils and students in schools, colleges and universities at as early an age as practicable (in kindergarten,

for instance) as often as necessary (every year, or even continually), and as close to the beginning of each year as possible (first week, or even earlier for entering college freshmen). There is some agreement, but certainly not overwhelming, that library training should be integrated with classroom work (not given separately, that is) and with the whole school curriculum, and that it should be taught by the librarian and the teachers cooperatively (not by just one or the other) for most benefit."⁶⁷⁸

"Devices to instruct have been aimed mainly at school pupils, not adults, perhaps in the hope that if young people learn to use books the know-how will carry into adulthood, a doubtful theory. For even grade and high school pupils need to have some fundamental skills taught them several times they become more mature and adept. Some national program, more intensive and better planned than any local attempts so far, appears desirable to help libraries capitalize on the value of their books and staffs. This would include specific endeavors to reach grade and high school pupil; college students, with possible special subject matter for students in teachers' colleges and in business colleges; graduate students; faculty members; business and professional men and women and the adult general public. Millions of adult readers need to know how they can use library materials for practical self-help, aided by the printed tools and indexes already available."⁶⁷⁹

19 2 Available Ways and Means

How can this be achieved? By removing barriers to knowledge and by taking extension services within and outside the library. The principal devices used by the librarians for removing barriers to knowledge include open shelves, browsing rooms, rental collections, dormitory, fraternity and sorority libraries, lower-level libraries and bookstores and special reading courses."⁶⁸⁰

The extension activities within the library depend largely upon the practice of salesmanship in libraries. "Salesmanship is the art of building up the appreciation of the value or the desirability of a service, idea or ideal, so that it is accepted and satisfaction follows its adoption."⁶⁸¹

"A library is a public institution or establishment charged with the care of a collection of books, the duty of making them accessible to those who require the use of them and the task of converting every person in its neighbourhood into a habitual library goer and reader of books."⁶⁸²

The basic purpose of a library is the revelation of the best that is lying hidden in the books and kindred materials. But revelation to whom and how? The ultimate destination of books is the hands of readers. To achieve this ideal, the librarians have to first inculcate a reading habit amongst the prospective and potential readers by using various techniques and methods and secondly, they have to bring to limelight the books in such a manner that their contents are revealed to the readers who may be attracted towards them without any pressure of any kind. Reading habit is very weak and fleeting and to sustain it is an onerous job which the librarians have to shoulder.

The books are mute but have kinetic energy and to exploit it usefully some effective means are required. There is an iron curtain, both real and artificial, between books and readers. It is real in the sense that the contents of books are not understood easily by the readers due to the 'hide and seek' and mysterious character of the books. Moreover, their purpose is not clear to the readers unless it is brought to their notice. Rather, it is artificial in the sense that the books are kept generally locked up so as to secure seclusion and inaccessibility, may be due to the fact that the purpose of a book in a library is not clear to educational and library administrators or it may be due to the fear of the librarian that if the books are lost, which are sure to be, in a live library, he will be penalized for their loss and authorities instead of being considerate, will rigidly follow the age-old financial rules which partake the nature of old concept of the books and libraries *i.e.* "Books are for preservation rather than use."

The old conception of books and libraries has been waning away slowly and gradually. Thanks to the pioneers like James Duff Brown and Dr. S.R. Ranganathan who have put their lives in interpreting the aims and purposes of a library. The discovery that 'Books are for use and not for preservation' has brought a revolution amongst the world of books and readers. This revolution has further been carried to all corners of the world by the discovery and enunciation of two more latent ideas about readers and books *i.e.* 'Every reader his/her book' and 'Every book its reader'. No doubt, these ideas have changed the outlook of librarians and library administrators, yet the question that remains to be solved still is as to how to fulfil the implications of these wonderful ideas. One way to achieve the end is to take resort to publicity and book display.

19 3 Library Publicity

Publicity is the practical method of bringing to limelight the usefulness of any saleable or usable article in such an imperceptible, impersonal and symbolic but an affective manner that the prospective customer is compelled to ask for the article or service advertised or publicized. Publicity is a potent factor in boosting up the sale and use of commodities. The basic truth about publicity has made it the mainstay of businessmen, especially in case of areas and commodities where free and hard competition prevails. The ultimate aim of publicity is to derive maximum profit.

Publicity has three stages *i.e.* *Pioneering*, *Competitive* and *Retention* stages. In the *Pioneering stage* new markets are found out and explored. In the *Competitive stage*, efforts are made to publicize the qualities of one's own commodities so as to stand the competition of other commodities. Lastly, in the *Retention stage*, the tastes of the captured market are retained and sustained.

A library is a non-profit institution. It does not earn any profit out of its services rendered. It is, on the other hand, a spending body. It is maintained by the State and the people in general. A library does not and should not be made a means of earning monetary profit out of its services. But the spirit of the word 'profit' is germane in libraries as assessed from the data concerning the use of books and the readers served. The nationals of a country who are awakened by library services, are net gains not only to the libraries but the nation as a whole also. So this profit is incalculable and invaluable. This basic principle should always be kept in mind by libraries and library administrators in order to rightly assess the intrinsic value of a library and its staff. So it is desirable that the libraries are run on commercial lines so that maximum use of books is made possible. A library has always been considered to be in the pioneering stage but the invention of other media of communication has made it incumbent upon the libraries to enter the second stage of publicity *i.e.* competitive stage. In libraries, the competition is not cut-throat one but it consists of keeping it alive in the minds of readers, that though media such as radio, television etc. are useful, yet the effect of the printed word is permanent, everlasting and effective one. As such, it should not be allowed to be displaced and replaced by these temporary media of communication of knowledge. The reading habit and the demand of book being very weak and fleeting, it becomes incumbent upon librarians to

enter the third stage of publicity also in order to sustain the reading interests of readers by the provision of requisite reading material perennially. Moreover, reading is a life-long process. This process must be sustained in such a manner that not only it is prevented from being evaporated but it should remain a permanent means of gaining knowledge.

19 3 1 Library Publicity Programme

A publicity programme in order to be effective and successful must be planned properly and it should be manned by adequate and proper staff. In other words those persons only should be made incharge of publicity programmes who are fully acquainted with the resources of a library. They should also have full confidence in the efficacy of publicity programmes. The publicity programmes should be planned by keeping in view the basic principles of publicity viz. Principles of *recency*, *interest* and *novelty*. The *principle of recency* implies that new things are liked most by the people. The *principle of interest* implies that specific interests and tastes of each class of clientele are kept in view. The *principle of novelty* demands that in order to arouse curiosity amongst the existing and prospective clients, some novelty is introduced in various publicity programmes.⁶⁸³

Library publicity should include the following programmes :—

1. *Recent Arrivals.*
 - (a) Book Displays.
 - (b) Issue of Bulletins.
 - (c) Lectures and talks.
2. *Topical Sequences.*
 - (a) Book Festivals and Exhibitions.
 - (b) Reading Lists.
 - (c) Lectures.
3. *Novel Techniques.*
 - (a) Location of display boards in central places.
 - (b) Use of attractive and conventional catchwords and captions for display boards.
4. *Periodical Publicity and Public Relation Activities.*
 - (a) Publication of issue statistics in local dailies once a month.

- (b) Publication of an article, explaining various services provided by a library, in local dailies once in a quarter.
- (c) Publication of important portions of the Annual Report of a library in local directories and calendars of local educational and other institutions.
- (d) Distribution of leaflets and conduction of book exhibitions at local festivals, fairs, celebrations, whenever these are held.
- (e) Organisation of study groups regularly to pursue particular topics in close association with the library.
- (f) Study and provision of reading needs of various learned bodies and business and other cultural associations of the locality.
- (g) Arrangement of library talks, story hours and other similar extension activities, from time to time.
- (h) Conduct of street survey and institution surveys to find out and explore the potential users of the library once in two or three years.⁶⁵⁴

19 4 Library Extension

19 4 0 Introduction

Library extension is a process of creating and increasing library resources and of securing their use. It takes two forms :—

1. *Internal Extension Work.* The extension of the normal work of the library (provision of books, reference services etc.) into other related and associated fields such as the provision of lectures, exhibitions, filmshows, displays, musical and dramatic activities etc. for children and adults.
2. *External Extension Work.* The extension of library service to reach more and more people and areas.⁶⁵⁵

19 4 1 Internal Extension Activities

For ensuring effective use of the reading materials, a library should arrange for regular instruction courses for both the freshmen and the existing readers. Such a course would cover :

- (1) Introduction to the library, location and arrangement ; nature—a depository of a variety of recorded information ; function—to acquire and lend materials for curriculum use and personal pleasure.

- (2) Printed parts of a book and their use : title page, copyright, preface, table of contents, introduction, body of the book, appendix, index.
- (3) Care of books : opening new books, avoiding dampness, rough handling, soiling, heat ; using proper marks.
- (4) Arrangement of materials in the library ; books—reference, nonfiction, essay ; pamphlets, pictures, clippings etc ; periodicals—current and field ; films, filmstrips and slides ; recordings.
- (5) Use of the card catalog : definition and arrangement ; kinds of cards ; information found on the card ; uses : to locate a specific item of material, to determine what material the library has by an author or on a subject.
- (6) Reference books—characteristics and uses of : dictionaries, encyclopedias, atlases, almanacs and yearbooks, biographical dictionaries, periodical indexes, quotation books, (news digests), miscellaneous reference books in subject fields.
- (7) Bibliography and note taking.
- (8) Choosing books for one's own library. Effective placement for each new topic of instruction is a matter of opinion, and the instruction pamphlets and course outlines to date show great variations. Experience proves that instruction will be more realistic and stick better if each lesson is tied to and illustrated by assignments which show a student how library materials can actually help find what he needs for his classroom work."⁶⁶⁶

Instruction programmes are to be arranged for all kinds of readers of a library—Students and teachers of schools, colleges, Teachers Training Colleges, Business and trade schools, Universities besides out of school students and general readers.

In addition to group instruction programmes, individual 'readers' advisory' service must be made available. It should be of a practical informational—counselling slant."⁶⁶⁷

"In short, through all the age levels and groups of a community, the library has a major task, increasing daily because of the competition from other leisure activities, to show individuals the power and the utility of books and reading."⁶⁶⁸

19 4 2 Extension Service outside the library

In order to reach every person in a country, planning and service of nationwide integrated library service is essential. This implies the establishment of a National Central Library, State Central Library for each State, Regional Libraries for each of the regions within a State, Local Library Service in city, and rural areas. The library service at the national, state, city and district level can be provided by establishing stationary libraries, but in the suburban and rural areas below a district an independent library would not be a viable unit.

As such, city central libraries and rural/district central libraries should be made responsible for providing library service to suburban and smaller rural units like Small Towns, Development Blocks, Panchayats, Villages and Hamlets respectively by either opening branches libraries, deposit stations or by mobile vans at stated service stations to be within the reach of all readers.

While implementing these plans, many practical problems have to be overcome, especially in small communities and sparsely populated areas. The problems would be acute in under-developed areas, desert, and mountainous regions.

19 4 2 1 General Principles⁶⁸⁹

The following principles must be taken into consideration while planning extension library service :—

1. Stock of books and other reading materials should be adequate at every point of service.
2. Particular reading material should be provided to meet individual readers' demands.
3. Library service points must be staffed adequately by qualified, trained and experienced persons.
4. Arrangements should be made to provide to every reader at every service point necessary information and guidance. Besides, efforts should be made to supplement the existing library services so as to make these as effective as possible.
5. All kinds of library services, both technical and readers' services, should be as good as it is possible to make them.

19 4 2 2 Promotion of Extension Service

Promotion activities should be planned at official as well as non-

Official levels. Officially, the National or State libraries departments should make available financial and other assistance on a permanent basis. Besides, special National/State Commissions or Committees should be set up to report on the needs of various types of libraries. At the unofficial level, the National/State Library Associations have to play a vital role in extending extension library services. Internally, the associations should arrange various seminars and conferences so that exchange and dissemination of views and experience of the library personnel, library administrators and the readers are made possible. Externally, the associations should draw up various publicity and propaganda programmes against apathy and lack of understanding on the part of readers and other educational administrators.

19 4 2 3 Branch Libraries

Every village, suburb or hamlet cannot expect the establishment of a full-fledged library for the use of its inhabitants due mainly to economic reasons. These small areas cannot be viable units. But the provision of reading materials to every person, irrespective of the fact that he lives in a city, town, village far flung from the library centres, is essential. In all developed countries, librarians have been making efforts to make available books to persons living in such areas through the establishment of branch or mobile libraries.

19 4 2 3 1 Administration of a branch library

"A branch public library is usually defined as an agency in its own building or rooms with a substantial and permanent book stock with paid staff members, and open to the public on a regular schedule of hours."⁶⁹⁰

A branch library may either serve as a small public library, offering reference and other special services as does the central library or as an agency for circulating popular books at the neighbourhood level.⁶⁹¹ "A branch library of the first kind should offer a full range of library service and materials. It should have a wide selection of books, verticle file materials, current and back issues of magazines and newspapers, photograph records, flat pictures and maps ; and it should be able to borrow promptly any materials in the rest of the system. It should offer all the usual circulation services, including reading guidance, for children, high school students and adults... It should regularly offer book-centred

programs for children and adults, tailored to the interests and needs of its neighbourhood, and there should be active cooperation with the schools, social agencies, clubs and organisations in the community."⁶⁹²

19 4 2 4 Mobile Libraries

"Mobile libraries are collection of books arranged in vehicles and so staffed as to provide a library service capable of being directed to communities which are often, though not exclusively, rural. They are used by some municipal and many county library systems in the U.K. In many areas abroad they are making a notable contribution to the development of library services in large parts of Asia, Africa and the Middle East. In county library practice a distinction is drawn between mobile branch libraries and travelling libraries. The mobile branch library is a medium-to-large vehicle with a shelf stock of upwards of 2,000 books used over reasonably good roads to serve villages and hamlets. The travelling library is a smaller vehicle with a limited stock used in the service of scattered communities and providing, in some cases, a house-to-house service in remote and upland areas."⁶⁹³ "Bringing books to people by book mobile is the most dramatic and colourful and evidently the most efficient and economical type of everyday public library service."⁶⁹⁴

19 4 2 4 1 Construction of Bookmobiles

The chassis used may range from 25 cwt. to 6 tons. Both trailer type and caravan mobile libraries have been used in addition to rigid ones. In many cases a passenger bus chassis is employed and, because of its economy in running, the 3 ton vehicle is a popular choice... In the United Kingdom, however, the standard practice is to provide a body into which the reader can enter. The shelves, therefore, face inwards and generally run round three sides of the vehicle, the fourth usually reserved for the issue desk assembly...The shelves are generally tilted backwards, some 1 in. to 1 1/2 in. from front to back. This helps to keep the stock in position while the vehicle is in motion.....Natural light is provided by roof lights which may be flush or of the projecting 'lantern' variety...Artificial lighting is normally electrical using either filament type bulbs or fluorescent tubes."⁶⁹⁵

19 4 2 4 2 Cost & Operation of Mobile Van

In America, "Book mobiles range in size from a panel truck

of a ton or less, costing about \$ 2,500 and capable of carrying only several hundred books, to large vehicles built on a bus chassis, costing perhaps \$ 20,000 and carrying 4,000 books or more. A popular model but with a book capacity of only 1,600 volumes cost \$ 7,500 in 1959.⁶⁹⁶ The analysis of costs and operation of a librachine in the Delhi Public Library system throws enough light on the problem in India. Such a vehicle has a capacity of carrying 3,000 books. The total cost of chassis (Rs. 43,000) and body building (Rs. 32,000) comes to Rs. 75,000. A librachine consumes Rs. 1,500 worth of diesel every year and for the two years the repair costs are Rs. 1,500 per year. After the first two years, these repair costs go up nearly three times. An expenditure of Rs. 60,000 is incurred on the initial book stock of 10,000 volumes. Every year a sum of Rs. 6,000 is spent in buying books. Another sum of Rs. 1,500 is spent on book-binding. The salary of the personnel including the Librarian who manages the job, the driver, the cleaner, etc. comes to Rs. 13,900 per year.⁶⁹⁷

Dr. Ranganathan suggests that a librachine can visit 10 places in a week @ 2 places a day for 5 days in a week. It visits each place fortnightly. On 6th day, the vehicle is serviced and the stock is replenished. Seventh day is a rest day for the staff. A librachine carries about 2,000 volumes. It costs Rs. 30,000. For India as a whole, a fleet of more than 12,000 vehicles is required.⁶⁹⁸

“The economics of bookmobiles suggest

- (1) that they should have a capacity of 3,000 to 4,000 volumes, and that none be undertaken with space for less than 2,500 ;
- (2) that they be planned and operated to serve as many adults as children and to lend as many adult books as children's ;
- (3) that school stops and the mass movement of children through the bus at the rate of one a minute no longer be acceptable bookmobile service ;
- (4) that the investment in equipment, stock and salaries be better capitalized on by an all afternoon and evening schedule of stops, at fortnightly intervals, at points where adults can and will visit the bookmobiles ;
- (5) that a trained person be present at all bookmobile stops, and staff schedules adjusted for this 1-9 P.M. duty ;

- (6) that every bookmobile carry materials to render quick everyday reference service, *e.g.*, Collier's Encyclopedia, World Book, World Almanac, Reader's Guide, a few handbooks and two vertical file trays of informational pamphlets, and
- (7) that the substantial type of library service be emphasized and publicized.

With these shifts in emphasis, the worth of our bookmobiles to society would be greatly stepped up."⁶⁹⁹

19 4 2 4 3 Administration of bookmobile service

The bookmobile service creates many administrative problems. These include the following :—

1. The maintenance and repair of a bookmobile is essential. Repairs should be got done without any delay. It should be regularly serviced either weekly or fortnightly.
2. The life of a bookmobile is very short. Adequate finance should be made available for its replacement at convenient intervals.
3. Proper facilities should be provided for housing the vehicle.
4. Proper and adequate staff should be provided. The staff members should have physical stamina, adequate knowledge and love of books and readers. Some other suitable staff members should be kept in reserve to relieve the librarian and the driver of the bookmobile.
5. Exact time-table for the bookmobile should be chalked out and adhered to minutely. Routes to be followed must be adhered to strictly.
6. Stops for the bookmobile should be fixed before hand. These should be indicated boldly on crossings. The information should show the day, time and place of the stoppage of the bookmobile. A printed programme should be distributed among the readers of the area of its operation.
7. The bookstock should be replenished regularly and should be kept up-to-date.⁷⁰⁰

PART VI

**GENERAL OFFICE
FUNCTIONS, RECORDS
AND
REPORTS**

20 0 Introduction

Each organisation performs certain office functions for implementing various decisions taken by the management from time to time. A library also performs similar functions, though in modified forms due to its special functions and jobs. These office functions fall under the following categories :—

1. Committee work.
2. Personnel administration and coordination.
3. Finance and Accounts.
4. Publicity.
5. Binding.
6. Building and equipment.
7. Correspondence work.
8. Stores, Stationery and Printing.
9. Maintenance of Library Records.
10. Preparation and Publication of Annual Reports.
11. Maintenance of Library Statistics.
12. Conducting Library Surveys.

Functions listed at Nos. 1—6 have already been dealt with in earlier chapters. The remaining functions are discussed below :—

20 1 Correspondence Work

The correspondence work consists of the following distinct jobs :—

1. Inward Correspondence/Receipt of Mail.
2. Replying the Letters/Fresh Correspondence.
3. Outward Correspondence/Despatch of Mail.
4. Filing work.

20 1 1 Inward Correspondence

A library gets the following types of letters etc. through either mail, chief mail or urgent mail, and by hand from various sources :—

1. Readers' letters containing suggestions for book selection, applications for admission to the library, remittance of fines, refund of cash deposits etc., requests and suggestions for improvement of library service, reservation of reading materials etc.
2. Book lists and catalogues from publishers.
3. Indents from members of the Book Selection Committee/ Heads of Departments.
4. Bills and Receipts from book suppliers.
5. Correspondence dealing with other sections of the library.
6. Misdelsivered mail.

The following routines are involved in dealing with the inward correspondence :—

1. Receipt of the whole correspondence by the librarian.
2. Sorting and classification of correspondence.
3. Registering in the Inward Correspondence Register and stamping and noting the Receipt No. and date.
4. Posting of the number and date of receipt of reply against appropriate items in the concerned Outward Correspondence Register.
5. Transmitting the correspondence to various sections of the library after entering it in an appropriate diary and

obtaining and verifying the signatures of the concerned person of the section.

6. Preparing the list of inward correspondence in arrears.
7. Disposing of the misdelivered correspondence by transmitting to proper quarters.

20 1 2 Replying Correspondence/Fresh Correspondence

Each Section takes steps for disposing of the correspondence. The following jobs are involved :—

1. Drafting the reply.
2. Getting it approved from the Section Incharge/Librarian.
3. Getting fair copies typed/written in hand and comparing these with the original letters.
4. Drafting, stencil cutting and duplicating circular draft letters.
5. Filing the stencils and cleaning the Duplicator.
6. Preparing copies of lists of books and other items.
7. Sending the correspondence to the Librarian for his signatures and transmitting it to Outward Correspondence Section.

20 1 3 Outward Correspondence/Despatch of Mail

In the Outward Correspondence Section, the following routines are involved :

1. Sorting, classifying, arranging and signature verifying of the outward correspondence received from various sections of the library.
2. Entering the particulars of each letter etc. in the appropriate Outward Correspondence Register and assigning concerned despatch number and date on the copies of each letter despatched.
3. Preparing an envelope for each letter and writing full address of the addressee on it.
4. Closing each envelope, weighing it and affixing postage stamps of appropriate value on each of the despatched letters and posting them against each item.

(The letters which are to be delivered by hand through a messenger to the local offices or persons are not stamped.)

5. Sending the mail to the post office and other offices through messengers asking them to deliver the letters and obtain necessary acknowledgments.
6. Verifying the acknowledgments.
7. Posting the number and date of each letter despatched against the concerned item to the Inward Correspondence Register.
8. Preparing the stamp account and posting it in the Postage Stamps Register.
9. If the stamps are likely to be exhausted, an order for the supply of stamps is prepared and sent through the office accountant.
10. Receiving the supply of stamps and accounting it in the Stamps Register and storing the stamps in the Stamps Chest.
11. Sending the office copies of the despatched letters to the concerned sections for filing in the respective files.

20 1 4 Filing Work

1. Each section receives back the copies of the despatched letter.
2. Each such copy is filed in the concerned file.

20 2 Stores, Stationery and Printing

Stores Section is concerned with the acquiring, storing and distributing of all store and stationery articles required in a library. Besides the store and stock articles required in a modern office, the following articles should specially be kept in store :—

1. Forms and Registers as required by various sections of the library.
2. Catalogue Blank Cards.
3. Binding Materials.
4. Articles required by the circulation section.

20 2 1 Acquisition of Stores

Except some stray articles, which may be acquired occasionally from the petty cash account, the supplies of stores should be acquired annually on sanctioned and competitive rates from approved firms either by the parent body or by the library itself by calling quota-

tions for the supply of requisite store articles, forms and registers. The quantum of supplies should be based on the following :—

1. Maximum to which stock should be bought up periodically—say, once in a year.
2. The minimum below which the stock should not go *i.e.*, when the stock reaches that figure, steps should be taken for replenishment.
3. The annual consumption.
4. The quantum of issue.⁷⁰¹

This work involves the following distinct jobs :—

1. Asking various sections of the library to send their store requirements for the coming year.
2. Preparing the rough indents after taking into account the consumption of articles in the previous year for each section.
3. Preparing a final indent after consulting the Librarian. Care is to be taken that the cost of the indented articles is not more than the budgeted amount-for the purpose.
4. Sending indent to the parent body/central executive for acquisition of store articles.
5. Receiving the bills from the suppliers ; passing them after necessary verification ; certification ; transmitting the bill to the Accounts section for payments ; and noting down Voucher Numbers in the Stock and Store Register.

20 2 2 Storing and Housing of Articles

After the supplies are received from the suppliers or the parent body/central executive, these are to be stored in a classified order according to the numbers allotted to each articles. These are to be kept in appropriate cartons, tins or other containers so that these are not spoiled by rain, dust, dirt or vermin. "The Store Room should be kept scrupulously clean and tidy. If the Quantum Principle of distribution is adopted, and if the articles themselves are packed in Quanta, the tidiness of the storing arrangement will be secured. Further, the Quarterly verification of the Stock will be greatly facilitated."⁷⁰²

The entries in the Stock Register should be kept up-to-date by posting the new supplies and issues out of them at regular intervals.

These articles must be dusted regularly. All the articles should be physically verified quarterly and annually.

20 2 3 Distribution

The store and stationery articles should be distributed to various sections of the library according to a well thought-out time scheme so that there is no confusion and rush in the store and no section suffers from the lack of articles at any time. "It will add to convenience and economy of time, if articles are issued only in a definite number of Quanta. The Quantum for each article is to be determined according to its nature ; for example, catalogue cards are to be issued only in Quanta of 100. The Indenting Section should ask only for 100 cards or multiples of 100 cards. It should not ask for fractions of a Quantum. The Quantum for writing paper may be 25 sheets ; and so on.

In the light of these figures and in the light of the frequency of issue, each article is to be given a certain number of pages in the Stock and Issue Register so that the pages allotted to all the articles are finished off, more or less, at the same time. Apart from this standardisation of the Quantum of issue, it is desirable that the issue is controlled and standardised from the point of view of time also. It is slovenly and annoying for a Section to ask for supply of stationery and forms at all odd hours, or just at the moment when the stock has been fully exhausted. On the other hand, it will add to the convenience of all concerned, if the indents are made and the articles are issued by the Stores Section on a definite periodical basis."

One day of the week may be fixed for the receipt of indents from various sections. Separate day and time should be fixed for each section for the distribution of articles.

21 0 Necessity of Maintaining Records

It is natural for an organisation to record information about the various activities of its different organs so that it can judge its working with precision and ease. A library being a public institution must maintain records of its essential services and departments so that it can place before its patrons an authentic information when required. "In order to describe the performance and measure the success of his organisation, it is necessary for the Librarian to have available significant and complete records of resources."⁷⁰⁴ "Such records may help to show the accomplishments of the library, costs of its services, and the short-comings in its organisation."⁷⁰⁵ So the records are maintained not for records' sake only but these have set purposes behind them.

The word 'Record' means 'to write something in such a manner that it is available in a permanent form and that it has a lasting value'. To give it the real value, the information regarding the activities of a library, which have a permanent value, should be recorded on such writing materials which are capable of standing the test of time due to it being put to constant use. The traditional form of such material has been the bound register but now the shift towards card form is significant.

A research scholar attempting to write the history of an institution must seek for an authoritative, authentic and factual information. It can be available in the registers maintained by the concerned institution. The records contain the original information whereas statistics, though generally based on these records, can be distorted in a desired direction but the records are difficult to be mutilated. So, it is all the more essential to maintain such reliable records in order to vouchsafe the availability of trustworthy information.

The library records can facilitate the work of the Library Committee for ascertaining as to whether the amount sanctioned for the maintenance of the library has been properly utilized or not. The taxpayer can be satisfied only through factual records. The Librarian can present his point of view to the Library Authority by taking help of the factual records. If the Library Authority doubts the manipulation of statistics, it can be easily satisfied by the corroboration of the information by the production of the original records.

21 1 Kinds of Records

It is quite reasonable and proper that we maintain records about books and equipment, the readers and services—technical and readers' services. These may be better classified as :—

- (i) Records of books and other non-book resources available in the library ;
- (ii) Cost records *i.e.* total cost and unit cost, etc. ;
- (iii) Service records *i.e.* services rendered by the library ; and
- (iv) Administrative records.

21 1 1 Records of books and other non-book materials

21 1 1 1 Records of Books

The books which are acquired in the library are meant for use of one and all the readers of the locality or the institution, as the case may be. The funds for their acquisition come from the public exchequer and it is essential to justify the expenditure of each penny. To satisfy the auditors who serve as checks and balances against the executive action, the office must record everything which has cost the exchequer, otherwise there is a danger of wastage of money.

As already remarked, books are meant for use of one and all

and if any reader damages or loses the books of the library, the library record should help in ascertaining the actual cost price of the lost book which is to be realized from the defaulter reader or he may be guided as to wherefrom he can procure a new copy and replace the lost book. In the absence of such records, it would be well-nigh impossible to have the accurate information and there may arise many disputes as to the price, edition etc. of the lost book.

For this purpose, it is customary with the libraries to maintain an Accession Register, the specimen of which is given below :—

Date	Accession No.	Author.	Title.	Publisher and Place of Pub- lication.	Price.	Vol.	Collation.	Binding.	Source of supply.	Bill No. Date and Amt.	Call No.	Remarks

Of late, a new school which may be called 'the Utilitarian School' has started thinking in terms of utility which may be derived from certain procedures and practices. The protagonists of this theory compare the relative advantages and disadvantages and prefer to introduce those practices which are advantageous without sacrificing the essential features. The modern method of keeping a record of books is the conversion of the Book Selection Card into an Accession Card after it has served the purpose of book selection and book order. It saves time, labour and money which, they say, might be otherwise wasted in preparing a separate record.

21 1 1 2 Records of Non-Book Materials

For non-book reading materials *i.e.*, films, micro-films, micro-cards, maps, atlases, gramophone records etc. a type of Accession Register may be useful but additional columns for detailed information about the script, format, and other physical aspects should be provided which are not found in records of reading materials kept in book form. But it is advisable to maintain separate registers for non-book materials since their purpose, use, handling and location etc. will otherwise bring in so many difficulties.

The utilitarians would prefer to keep the records of these non-book materials also on cards.

21 1 1 3 Account Books

Another important record relating to the acquisition of books etc. is the maintenance of detailed information about the allocation of book funds for various departments or subjects and preserving the relevant bills so that the library authority may be able to satisfy itself that the book fund has been properly utilized. This is also essential to avoid double payments.

21 1 1 3 1 Specimen of an Allocation Register

This register may be ledger type and a few pages may be allotted to each department or subject :—

Name of the Dept./Subject.....Total Amount Sanctioned
.....
Name and Head of the Grant.....

Sr. No.	Bill No. and Date.	Name of the supplier.	Amount of the Bill.	Deduction, if any.	Total Amount of the Bill.	Total Grant of the Dept.	Balance available.	Remarks.

21 1 1 3 2 Specimen of a Bill Register

Sr. No.	Date of passing for payment.	Bill No. and date.	Name of the supplier.	Amount of the Bill.	Dept. to which debited.	Total Grant.	Balance.

21 1 1 4 Bill Files

The Bill Files may be kept either supplier-wise or subject-wise. The files are to be kept in vertical files cabinets in an alphabetical

manner and the bills are to be arranged date-wise so that any bill may be located at any moment without any loss of time. This can be done by keeping the duplicate or triplicate copy of the bill, as the case may be.

21 1 1 5 Shelf List

The next important record of books is the maintenance of the Shelf Register or List. Prior to the introduction of cards, the shelf list was maintained in a register and later on in loose leaf form since the former lacked mobility and elasticity. In order to enable the insertion of entries, which have to be interpolated continuously, the register of loose-leaf kind failed. The registers became cumbersome and voluminous and lacked neatness and clarity. The latest accepted method is to keep the shelf list on cards. The cards are kept cabinets and are arranged in a classified manner. The utility of this record lies in the fact that it can show the position of any book on the shelves *i.e.*, it generally gives the location number, if some departure from the classified order is practised in shelving the books. The shelf list is the most handy and time-saving tool for stock-verification purposes since each card represents exactly each book in the same position as it is to be found on the shelves.

21 1 1 6 Book Catalogue

Another important library record for books is the provision of catalogue of books. It becomes instrumental in helping the readers in finding out their required materials whether they approach the books through their author, subject or title. It also saves the time of the reference assistants since it is an easy key to the library book stock.

The catalogue, which is now generally maintained on cards, was, in the past (some national and bigger libraries even now prefer to have printed catalogues) got printed. The former is decidedly better for general libraries.

21 1 1 7 Technical Records

The most important records which are maintained in the Technical Section of a library pertain to the adoption of certain modified practices in classification and cataloguing procedure.

A Staff Manual is an essential and impersonal record so that any technical hand can know the modifications introduced in the

classification and cataloguing procedures. It would be better if these amendments are recorded in a classified manner and many copies of the manual are made available for the use of the staff members.

Similarly, a Name Authority File is essential so that every person in the Technical Section may work with consistency and may use the adopted names without any departure.

21 1 2 Cost Records

The cost records include the total amount spent on staff, book purchase, their preparation, their issuing to the readers and the techniques involved in their preservation. In short, the cost records reveal the total cost of providing library service during a particular period by taking into account all the amounts spent from the moment the books are selected to the time these are actually made available to the readers. From these records, we can arrive at the unit cost through cost-accounting. This information is very useful to know the desirability or otherwise of a library service. Records can prove easily as to whether all these routines are worthwhile or not. These records can be kept separately under the following separate heads of account :—

1. Salaries and wages.
2. Purchase of books and other reading materials.
3. Library binding, etc.
4. Maintenance charges of the building.
5. Heating, cooling and other charges.
6. Miscellaneous.

The population figures and the number of readers or users of the library must be handy for doing the exact cost-accounting.

21 1 3 Service Records

The service records are essential for those departments of the library with which the public or the readers have a direct connection. It is very essential to have perfect record of the dealings with the public. These stand in good stead in difficult times and can serve the purpose of an authentic index of the usefulness or otherwise of a library to the community or the institution.

21 1 3 1 Visitors' Register

A visitor's register is essential to know the interest the inhabitants of a particular locality take in using the library resources.

We can judge from these records as to whether the community is utilizing the library resources properly or not. It is a daily record of visitors who visit the library. We can see whether the library is popular amongst its patrons or not.

21 1 3 1 1 Specimen Visitors' Register

Date	Sr. No.	Name of visitor	Address	Occupation	Purpose of visit	Remarks

21 1 3 2 Issue Records

Certain records are maintained by the Lending Section, which is generally the busiest Section of a library. The Issue Counter is the place from where the reading material is issued to the readers for a limited time so that the other readers may also borrow the same material on a later date. From this premises we can conclude that the following records are necessary at the Issue Counter :—

1. *Readers' Record*—the names and addresses of the readers.
2. *Time Records*—the period for which the books are issued.
3. *Book Record*—the clue giving information as to which book is issued out.

21 1 3 2 1 Readers' Records

In small libraries, the readers' record is maintained in a register and the registration of readers as members is recorded in serial in a ruled register in which the name, address, occupation and the class of readers are noted. But big libraries have to adopt some such method which enables the staff members to locate the requisite information without loss of time. Registration Cards File arranged in an alphabetical or classified order is the most practised method. Advanced countries like U.S.A. and Great Britain have started using Visadex made by Demco and Remington Rand

Co. It is possible to see at a glance hundreds of names of the readers within a second. Similarly, we find in banks also that they have got specimen signature cards, which are either arranged alphabetically or according to the allotted serial numbers. It is very simple and time-saving. Libraries must keep such records so that in case of dispute, the matter can be solved by having resort to the original registration records. These records are essential to know as to whom a particular book has been issued, and if necessity arises, the books can be recalled from the readers.

21 1 3 2 2 Time Record

As already explained, the books are meant not for chosen few only but for one and all. The resources of a library being limited, we have to put a time limit for keeping the books for home use so that every reader gets a chance to make use of the reading material. It is found from experience that if no limit is placed on the issuing of books, most of the books will be lying idle at borrowers' homes and the very aim of books and libraries is marred.

In order to know the date on which a book is due, a time record is kept by filing the book card or other identity slip behind a date guide in the charging tray. It may be arranged either according to the due date or date of issue, as the case may be. This record is the most essential one since through it the library staff controls and channelises properly the use of books.

21 1 3 2 2 1 Overdues Record

Allied to the time record is the Overdues Record. In this record, the information regarding the overdues is kept and the names of the defaulters are entered in it and overdues realized are noted in this record. Though the system of issuing receipts is being used generally, but a new method of Conscience Box is being used to avoid the issue of receipts, etc.

21 1 3 2 3 Record of issued and reserved books

The books which are issued may be required by other readers. It is essential to know to whom a particular book is issued and when it is due so that a reader may be told to call at the counter on the next approximate date or he may be advised to get the book reserved in his name. This reservation record is

kept along with the book records. For the purpose of having a record of issued books, one book card is prepared for each volume and the call number, author, short title, and accession number are provided on the card. The columns for noting down the issue or due dates may be provided if the adopted issue system warrants it. These book cards are filed behind date guides and are arranged either in a classified order or according to the accession number or some other preferred order within the sequence.

21 1 3 3 Reference Department

The Reference Department is the next important service department of a library. The Reference Librarian must maintain the records of the following items so that the record may become an accurate basis for evaluating the service rendered to the readers :—

1. Nature of the reference books consulted.
2. Nature of enquiries—short or long range.
3. Questions.
4. Answers.
5. Books consulted.
6. Information given.

The information may be recorded properly so that time may not be wasted for finding out the same information again and again. It is found from experience that the same question is asked very often. The information may be recorded on cards which may be arranged in a classified order.

21 1 4 Administrative Records

A library is a public institution, and to run it properly and efficiently, a qualified and experienced staff must be employed. This staff must be provided with all facilities such as payment of their salaries within time, sanctioning of leave and promotion according to seniority and merit. For smooth administration, the following records are essential :—

21 1 4 1 Daily Attendance Register

This register should be maintained in each library to ensure that every member of the staff attends the library regularly and punctually. In this way, the service at all points is vouchsafed. We can find out from the Daily Attendance Register as to whether

a person is present or not. If any person has not marked his presence in this register, it is presumed that he is absent and some alternative arrangement is to be made for providing usual service at the point where the absentee was working.

21 1 4 2 Duties Allocation Chart

The office must maintain a 'Duties Allocation Chart'. It should be kept up-to-date at all times, so that it can be ascertained at any moment as to where a particular person is working. It would be easier to call him, if required. Suppose the library is open for twelve hours a day and the staff attends the library in two shifts. It becomes essential to know the names of all the personnel so that, if required, any person can be given requisite instructions easily without loss of time.

21 1 4 3 Casual Leave Register

A Casual Leave Register should be maintained so that it may be ascertained at any time as to how many days' casual leave has been availed of by member of the staff and how many days' casual leave is to his credit still. This register should be in ledger form so that information about a person is found out easily. In other words, one page should be allotted to each person and it should be either arranged serially or alphabetically and it should contain an index. Another kind of record for this purpose can be kept on cards. These may be filed alphabetically.

21 1 4 4 Privilege and Other Leave Register

Every staff member is allowed certain leave other than casual leave e.g. Privilege leave, medical leave, furlough, study leave, leave without pay, etc. A separate ledger type register should be maintained for this purpose since this register is to be maintained for many years. Balance for each person for each kind of leave should be kept up-to-date. This information can also be maintained on cards as suggested in the previous paragraph.

21 1 4 5 Salary Register

A permanent Salary Register with usual columns should be maintained so that it can be ascertained at any time as to how much amount was paid to a particular person as salary. It can be very useful for compiling financial statistics and to provide authentic figures for income-tax and other calculations.

21 1 4 6 Acquittance Rolls Register

An Acquittance Rolls Register should be maintained for each office so that a permanent record be kept regarding the disbursement of salaries and other dues to the employees. The receipts should be duly signed and stamped, where necessary.

21 1 4 7 Gradation List

An accurate Gradation List should be maintained for all employees. It should be according to class, category and post so that it may be ascertained at any time as to who is senior and who is due for promotion. Suppose, a person goes on leave for two months and the next person is to be promoted in his place. It is essential to ascertain as to who is the right person for this purpose, otherwise there would unnecessarily be a lot of ill-will and bad blood amongst the staff members. This list should be kept up-to-date at all times. It must, however, be revised annually without exception so that it may be ascertained as to when a person is due for earning an increment or when a person is due to retire.

Every library should keep all the above-mentioned records and other minor records up-to-date if an efficient administration is desired.

21 2 Maintenance of a Records Section

In small libraries, each Section keeps its records but in large libraries, a special Records Section becomes essential due to numerous registers and files of various Sections of the library. Current records are kept in the concerned Section while the completed ones are transferred to the Records Section.

21 2 1 Preparation of the Record

Before a record is admitted into the Records Section, it is properly treated. Special labels, identification and location marks indicating the subject, name of the record, year or dates and section are put on each record. Each record, especially loose-leaf record, is kept in appropriate binders, trays or other containers in such a way that their original inner order or arrangement is not disturbed.

21 2 2 Arrangement and Maintenance of the Record

The records may be arranged into two separate sequences *i.e.*, Registers sequence and Files sequence. Within each sequence, the

records may be arranged according to their location marks and further in a chronological order if two or more records bear similar location marks.

21 2 3 Issue of the Record

A proper record should be kept for each item of the record issued to a Section of the library. Before issuing a particular register/file, a requisition slip and an acknowledgement receipt should be obtained from a responsible/competent person of the concerned Section of the Library. For this purpose, the following Requisition-cum-Issue Card may be maintained :—⁷⁰⁶

Record Number.	Date of Issue.
Section.	Signature of the Head of the Receiving Section.
Date of requisition.	Date of Reminder.
Date of probable Return.	Date of Return.
Assistant/Head of the Section.	Record Keeper.
Assistant Librarian.	

At the time of issuing a record, the Record Keeper should write down the probable due date of return on the inner side of the covering material i.e. card board in case of a Register, hard file cover in case of a file. The Requisition-cum-Issue Card should be filed in the Issue Tray or Box datewise and sectionwise respectively. If the record is not returned by the probable date, a reminder should be issued daily, weekly or monthly, as the case may be. If the record is much overdue, the Record Keeper may get back the concerned record personally or report the facts to the Librarian for necessary orders.

21 2 4 Destruction of the Record

It is to be decided as to which records are to kept permanently and which ones are to be destroyed. In the first category, the following records fall :—

1. Accession Registers.
2. Shelf List/Registers.
3. Service Registers.
4. Cadre Registers.

5. Acquittance Rolls Register.
6. Application Cards of Members.
7. Cash Security Deposits Registers.
8. Contingent Registers.
9. Monthly and Annual Reports and Statistical Abstracts.

Other records fall in the second category. These may be destroyed after a fixed period, say ten years, twenty years or thirty years, according to their value. Specific month of the year should be fixed for the purpose. A senior member of the library staff should be asked to scrutinize the records falling under the second category. Before destroying, specific orders of the Librarian should be obtained for the purpose and all usable parts and mechanisms should be *taken off from the registers/files.*

22 0 Necessity

(AN Annual Report is the survey of the actual work done during the preceding year. It differs from a budget as the latter is an estimate for the coming year while the former is the medium through which we can know the progress or regress of various departments during the previous year.) It differs from an annual financial statement in that the latter restricts itself to financial aspects only whereas the former covers all aspects including financial matters.

Now-a-days, every administrative department has to report about its working to the superior authorities periodically in order to keep them fully aware of the achievements and short-comings of the respective departments and the plausible reasons for regress are given and the factors responsible for the progress are enumerated. It is customary with commercial, especially banking companies, to prepare periodical balance sheets. These bring to light the actual existing conditions of its finances and other services, taking into consideration the assets and liabilities of the undertaking. The annual report should be the faithful index of the actual condition of a department because if the loopholes are concealed, the very purpose of the report will be marred.

Library is a public utility service maintained by the community for the general education of the masses. The library is financially

supported by library rates and it is but natural for the community to expect a return for the taxes paid by it. Unless it is run on commercial basis, the efficiency of the services cannot be adjudged properly. The commercial establishments try their best to sell their wares by using all the means at their disposal. The library has to satisfy the readers and rate-payers to the effect that every penny contributed by them has been usefully utilized.

22 1 Purposes of an Annual Report

As already mentioned above, (an annual report is a written document and is presented to the Board of Trustees and/or other administrative authorities in order to acquaint them with the real financial position and other aspects of the services rendered by a library.)

An Annual Report is also being used as a piece of publicity material in order to attract the readers to the library. To that extent, it is quite reasonable since the librarians have to woo the readers to become regular users of the library as the need of books is considered by readers as secondary to those of physical needs. Some librarians resort to very subtle methods by publishing very impressive and gaudy reports in a plausible manner. They sometimes have to come in the open for canvassing the patrons through these reports about the services which are provided by the library.

(An Annual Report is, perhaps, the best medium through which the Librarian can know the achievements and shortcomings of the library services alongwith the reasons thereof and thereby he can make requisite efforts to speed up the developmental activities. He would try to continue those methods which have brought success in the last year and would try to bring to the notice of the library trustees or administrative authorities, the hindrances and bottlenecks so that the latter may sanction certain measures for their early removal.)

(An Annual Report which contains an account of annual financial conditions of the library becomes instrumental to know the actual needs of the library. If there has been any shortcoming in the service due to lack of funds, the Librarian can suggest certain remedies for the provision of more funds either by raising the rate-limit or by resorting to public borrowing.)

An Annual report is a document which brings out clearly the volume of work performed by the library staff in a year. By

using the national standards of efficiency, the Librarian can effectively plead for more staff and conversely, the library authority may resort to retrenchment of staff if the optimum volume of work does not warrant the continuance of the present strength of staff or it may ask the Librarian to put the staff to useful work. These facts are brought to light by means of library statistics of various departments *i.e.*, technical, service and miscellaneous departments.

In the United States of America, Prof. John D. Russell and Prof. Lucy E. Fay have done a very useful work by conducting extensive survey of various libraries as regards their reports. The results have been reported by them in 'A.L.A. Bulletin' and 'Library Journal', respectively.

Professor Russell in his report points out that ".....one half of the librarians in American Colleges either never made a report of any kind or are uninterested in reporting procedures ; that there is a tendency for the stronger and better colleges to be more attentive than the weaker colleges to the matter of library reporting ; that annual reports are usually not intended for any readers except those directly connected with the college in some official capacity ; and that about half the colleges give publicity whatever to the library report."⁷⁰⁷

Prof. Fay remarks that it is "a valuable primary source material for historical and social science classes, when and if the reports of college librarians progress towards greater unity in form, arrangement, content and availability."⁷⁰⁸

22 2 Features of Annual Reports

22 2 1 Form of the Report

(These two studies are very important in the sphere of preparing annual reports. The drafts given by Prof. Russell and the Library Association, London, are worth considering. These two drafts suggest one common feature that the reports should be presented in such a manner that it makes it possible even for a layman to understand it fully without much effort. The report may be either presented in tables, graphs or narrative fashion under certain catchwords so that the information sought to be disseminated is clearly brought to the notice of the readers.

22 2 2 Contents of the Report

The second important feature of a report is their contents. The reports can be divided into the following main heads:—

1. The clientele.
2. Book Stock.
3. The Technical Services.
4. Public Services.
5. Finance.
6. Miscellaneous.

22 2 2 1 The clientele

(The clientele is the mainstay of a library.) It indicates the popularity or otherwise of a library. (The comparison of actual and potential readership will surely bring out the utility of the library. It will automatically put the librarian to think the ways and means to bring down the gap between the actual and potential membership of a community) Again, the difference between active readers and passive readers must be brought forward alongwith their spheres of intellectual interests. In other words, (it can become an index for the librarian to judge the usefulness of a library. He can know the interests of readers and can take the necessary steps to provide inspirational materials if he finds that the readers like more sensational and cheap literature.)

22 2 2 2 The Book Stock

(The book stock is the second important factor without which a library cannot possibly come into existence. The Librarian in order to woo more persons to become the regular members of the library must tell the people through the report the nature of book collection and the fields of specialization so that the readers are guided properly in the choice of their reading requirements. The report must show the total number of volumes in stock at the beginning of the year under report, the additions, withdrawals and the total at the end of the year, alongwith the broad subject scatter. The number of current periodicals subscribed to must be brought to the notice of the readers.)

22 2 2 3 Technical Services

(The Technical Services are the backbone of a library. The technical services provide the necessary acumen and life to the library service. These services bring order, rather a helpful order, amongst all spheres of library activities. These processes help in making the books suitable for the better use of the readers) The Laws of Library Science can be fulfilled only if the technical services play their full role.

(The purpose of Technical Services e.g. classification, cataloguing and documentation, is to bring forth the specific subject of the books and periodical literature, or macro and micro thought, in a readable form for the general readers, the specialists and research scholars who are absorbed always with a haunting idea of the lack of time at their disposal. The technical services can be provided fully and efficiently only if the adequate qualified staff is provided in accordance with the set principles of library service.) The staff formula of Dr. S. R. Ranganathan can be used with profit. (The annual report must depict the impact of these technical services on the library service as a whole. The report must show whether the staff provided in the technical section is adequate and fully qualified in accordance with the accepted norms.) These services are performed behind the scene. These are imperceptible to the general readers. These are the life-blood of the library service. Different types of technical services provided by the library must be noted in the annual report.

22 2 2 4 Public Services

(The Public Services are those which are rendered by the staff members to the readers directly. These consists of the provision of facilities for borrowing books for home use, the arrangements made for home delivery of books either through vans service or through post or other means and the aiding of readers through readers' advisory service and reference service. The Annual Report must review the steps taken for stepping up the progress in the various fields of the readers' interest.) In special libraries reports, the setting up of the indexing, abstracting and documentation units is to be mentioned alongwith the response of the scholars as regards practical utility of these services.) (The annual report should faithfully evaluate these services.) The deficiencies should be pointed out alongwith the actual reasons for such shortcomings. The practical suggestions should be given for their early remedy.

(A statistical statement must be appended to show clearly the number of books subjectwise, if possible. The per capita issue or consultation of books must be brought to light so that the community's reading capacity and interest may be properly gauged and suitable steps may be taken to increase the utility by removing the bottlenecks, if any.)

The working of the mobile vans and other home delivery contrivances should be reviewed so that a true condition of these

services is known and, if unsatisfactory, an efficient service may be ensured by adopting suitable modern library techniques.

(Readers' advisory service, including reference service, is the bed-rock of progress of a library. It may be called the mind of the body politic of a library. It is the most suitable agency to interpret the reading material of the library.) The efficiency of a library depends upon the service rendered by this wing of the library.- The staff of this section can rightly interpret to the reading public the policies of the library in proper perspective. (The annual report must include the review of this section and efforts be made to effect improvement by fruitful suggestions in the annual report.)

(Due to the enormous publication of the reading materials, especially the micro-documents, a library must try to adopt the latest techniques such as indexing, abstracting and documentation if the actual needs of a library warrant it. The relevant facts must be brought forth in the annual report in a very convincing manner so that the authorities may agree to finance the latest devices.)

22 2 2 5 Finance

(Finance is the crux of the problem and is especially so in the field of library service due to the inexorable Fifth Law of Library Science which forewarns the librarians and library authorities to the effect that 'Library is a growing organism' implying thereby that increase in the bookstock and staff is inevitable.) The consequential increase in the financial needs is evident and periodical review is essential so as to keep pace with ever-increasing demands of a library's clientele. (The annual report must indicate the actual financial condition of a library so that it may be seen as to whether the budget allocation was enough, and if not, necessary provision of funds be suggested alongwith the ways and means to procure the additional finance.) It will be fruitful to bring out clearly the per capita expenditure on library service in comparison with the other national services and the per capita income of the nation. The library administration must be run on economic lines. (To ascertain the total expenditure of various services, a system of cost-accounting be followed to provide us a reliable medium for knowing the cost of purchasing, the cost on the staff for making the books capable for use by going through technical processes e.g. classification and cataloguing and for giving the books in the hands of the readers.)

A statement showing the cost of various items must be given so as to lay down certain standards and norms of expenditure on various items. In other words, (we must fix an average percentage of expenditure to be spent on books, periodicals, binding, staff, building repairs, lighting and heating and other miscellaneous items.)

Similarly, we must ascertain the sources of revenue and should try to exploit the untapped sources according to the capacity of a certain community to pay the taxes and the actual burden of an existing tax so as to find out other means to raise more funds either by raising the rate limit or lowering the maximum taxable limit. This can be done only if the annual report clearly gives all the financial figures in a very cogent and clear manner.

22 2 2 6 Miscellaneous

(The extramural activities of the libraries must be brought out clearly so that the authorities and the reading community fully realise the potentialities of a library. The activities like extension lectures, film shows and other social and adult education activities must be given due publicity. The efforts put in by the library to get benefits out of the inter-library co-operation etc. must be brought to the attention of the readers and the authorities.)

In short, the annual report should bring out clearly the achievements and shortcomings of a library. The report must be symbolic in suggesting certain remedies.

The draft annual report of a library may be as under with minor modifications for each kind of library, if necessary :—

22 3 Draft Annual Report

For the year—————

A. General

1. Name of the Library.....
2. Nature of the Library.....
3. Date of establishment.....
4. Area/Population served.....Rural/Urban.....
5. Working hours.....
6. No. of days closed in the year.....

B. Clientele

1. Total number of members.....

2. Male.....
3. Female.....
4. Children.....
5. Total No. of active members.....
6. New members added during the period.. ..
7. Conditions of membership.....
8. Ratio of members to the total population.....

C. Book Stock	<i>Bound</i>	
	<i>Books</i>	<i>Periodicals/Others</i>
1. Total No. of volumes at the beginning of the year.		
2. Number of volumes added during the year.		
3. Number of volumes withdrawn during the year.		
4. Total No. of volumes at the close of the year.		
5. Total No. of current periodicals subscribed.		
6. Total No. of Vols. in stock per head of population.		

D. Technical Services

1. Whether the Book Stock is classified or not...
2. Classification Scheme in use...Dewey/Colon/Others...
3. Catalogue scheme in use...Dictionary/Classified/Others...
4. Physical form of the catalogue...
 - (a) Card/Book/Sheaf...
 - (b) Manuscript/typed/printed...

E. Staff

1. Total No. of employees...
2. Professional...
3. Semi-Professional...
4. Unskilled...

F. Public Services

- I. 1. Issue system is vogue : Newark/Browne/Others...

2. Total number of books issued and returned during the year...
3. Average number of books issued daily...
4. No. of books issued according to subject...
Fiction-----Non-Fiction-----Biography-----

II. *Reference Section*

1. Total No. of Reference Vols. in stock...
General-----Specific subjects-----
2. No. of Books consulted daily...
3. No. of enquiries received daily...
4. Total No. of readers who used the reference section during the period...
5. Types of enquiries received for answering. (Type-wise).
(a) Fact-Finding.
(b) Directory.
(c) Dictionary.
(d) Research type.

III. *Indexing, Abstracting & Documentation.*

1. No. of Indexes made...
2. No. of Indexes used...
3. No. of Periodical articles abstracted...
4. No. of Periodical articles documented...

IV. *Mobile Library Services.*

- (a) No. of villages/deposit centres/stations visited...
- (b) No. of average working hours per week...
- (c) No. of books issued and returned during the period.

G. *Finance*

(a) <i>Expenditure</i>	<i>Budget</i>	<i>Actual</i>
1. <i>Recurring</i> (a) Books and back sets		
(b) Current periodicals		
(c) Staff Salary		
(d) Wages		

- (e) Binding etc.
- (f) Building repairs
- (g) Heating and cooling charges
- (h) Postage, telephone, etc.
- (i) Stationery and equipment
- (j) Mobile vans
- (k) Special grant for books
- (l) Other services

2. *Non-Recurring*

3. *Total*

(b) *Revenue*

- 1. Library rates.
- 2. State Govt. grants.
- 3. Endowments.
- 4. Others.
- 5. Total

Surplus or deficit.

H. *Cost Accounting*

- 1. Cost of service per book...
- 2. Cost of service per reader...
- 3. Budget provision per reader/per capita...

I. *Miscellaneous*

- 1. General condition of the library...
- 2. New Services rendered...
- 3. Extra-mural activities...
- 4. Inter-Library co-operation...
- 5. Publications, if any...
- 6. Any other suggestions...

Signatures of the Librarian/
Chairman of Library Committee.

Dated....., 19.....

22 4 Compilation of an Annual Report

In medium size and large libraries, the Assistant/Deputy Librarian is made incharge of compiling an annual report. He collects the data and edits it. The period of the report may be either the calendar year or the financial year, as may be the custom with the parent body.

The following procedure is followed in order to ensure that the annual report is ready without any unnecessary delay :—

1. In the last month of the reporting year, a proforma for the Annual Report is prepared by the Assistant/Deputy Librarian. He gets it approved from the Librarian and gets it cyclostyled or typed.
2. In the same month, two copies of the proformas are sent to each of the sections of the library for collecting the necessary information. Each section is asked to return one copy of completed proforma within the next month.
3. All the data is collected and checked as to whether all the columns have been filled properly by each section. If there is any discrepancy, it is sent back for necessary correction or completion.
4. A Draft Annual Report is prepared by the Assistant/Deputy Librarian on the basis of the data received by him. He consults the previous year's report also. The Report, besides containing factual data in tabular form about the services performed by each section of the library, should "provide an introduction, summarising the salient features of the year's work and indicating the outstanding developments planned for the ensuing year."⁷⁰⁹
5. The Draft Annual Report is presented to the Librarian for his approval. If he suggests any changes, these are incorporated in it.
6. After incorporating the changes suggested by the Librarian, the report is finally prepared. Multiple copies of the report are got ready. Large institutions like the Delhi Public Library, get their Annual Reports printed.

7. One copy of the completed Annual Report is submitted to the Reviewing Authority with a forwarding letter by the Librarian.
8. After the report is received back from the Reviewing Authority, such action, as may be necessary in the light of the remarks of the Reviewing Authority, is planned.

23 0 Purposes of Library Statistics

STATISTICS are tabulated figures which are employed by most of the modern sciences in order to gauge the progress or regress in various fields of study. Economics, which is one of the most important social sciences, has used the statistics for comparing the various data in order to derive certain conclusions. This new method is known as Econometrics. Statistics are 'Facts in figures'. The descriptive details are reduced to figures so that the important facts are brought to the notice of the public in a readable and intelligible manner. "To reduce the mass of information to comparable form and to ensure objectivity is one of the major functions of the returns."¹⁰ Though theoretically it may be argued that statistics bring out the facts in an objective or unbiased manner, yet blind reliance on all kinds of statistical information is not out of danger since statistics are relative in nature. To read them without their context is nothing short of falling into a trap. To quote an example, suppose it is claimed that in a city 40% of the population is library goer and to generalise it that the percentage is below normal would be misleading because the illiterates and abnormals—sick, old and urchins have been disregarded in computing the percentage. If we take into consideration the number of illiterates and abnormals in the city, we would realize that the percentage of library goers is

sufficiently higher. The statistics give us only averages and a rough estimate of the prevalent conditions in a selected field. Similarly, a scrutineer commits, say, 49 mistakes out of 100 items. Another scrutineer commits 60 mistakes out of 500 items. If we just lay down a statistical rule that a person committing more than 50 mistakes is incompetent and must be disqualified. It will be misleading since the important context has been lost sight of, which if duly considered would give us a quite different result. "Statistics, and specially those concerned with circulation, should not be regarded as an end in themselves or even as a complete basis for evaluation or comparison of one library with another."⁷⁴¹ Statistics can be used profitably for writing the history of a library since reliable data to be culled about the past can be culled out from these statistics.

Statistics are instrumental in gauging the progress or regress of the library at a given time if the figures of the past are compared with those of the present. A comparison can also be made with other libraries of the locality to know whether a particular library is run on better lines than other libraries or otherwise. The statistics should be used with due care and caution and all the factors which count or affect must be taken into consideration at the time of comparison.

23 1 Method of Presentation

Statistics can be presented in tables, graphs, maps or other diagrammatical forms. "The representation of statistics in diagrammatic form is a proper method of recording the fluctuating facts. They indicate clearly and concisely the results obtained."⁷¹² The tabulated form should be as simple and clear as possible. "...the statistical section should so devise the graphs and diagrams as to make clear the truth and meaning underlying the tabulated data extracted from the diaries of the sections and to lay bare the tendencies and changes."⁷¹³ Different kinds of figures should be written in different colours and sizes. The most symbolic and appealing methods of presentation of statistics should be used so that the library's public know the facts about the library without any difficulty.

23 2 Utility of Library Statistics

"In all spheres of human activity, statistics have been recognised as a fundamental instrument in planning and control. Intensive statistical surveillance is a recognised method of providing an adequate check on current performance and a basis for long range planning."⁷¹⁴

Libraries are the public utility institutions and it is essential that these are run efficiently. For this purpose, a library administrator must have some means by which he can judge the work of the staff of the library and can have an overall picture of the library work. It is true that statistics are quantitative in nature. They fail to indicate the quality of the work performed. But in the absence of other reliable methods, best use of statistics should be made, though with proper precautions and safeguards. "Though library statistics have been collected for years, statistical methods have not yet come to be applied in libraries to the extent it is possible.....there is much scope for scientifically handling the vast amount of crude data that are being built up from day to day by every library. The study of these crude data by the approved methods of statistical analysis will eliminate play of vague feelings and preconceived notions, and reduce the chances for unreliable conclusions. It will bring to the surface and reveal tendencies and factors which lie hidden at great depths behind the crude data. It will furnish correct, quantitative, reliable conclusions and what is more helpful, a measure of their reliability."⁷¹⁵ Statistics are the best bases for the preparation of an Annual Report.

23 3 Sources of Library Statistics

The main sources of library statistics are the diaries maintained by various sections of the library and monthly and annual abstracts prepared by the Statistical Section of the library.

23 4 Processing & Analysis of Library Statistics

Crude data is collected regularly, say, weekly, from various sections of the library by the Statistical Section or the Assistant/Deputy Librarian Incharge of Statistics. This data is edited and tabulated.

The incharge of statistics or "the statistical assistant should extract from the tables such inferences as will, when related to one another, throw light on the work in the library, indicate what sections are functioning satisfactorily, what leakages are taking place, and what economy may be effected, without impairing efficiency. He should bring to the notice of the librarian the long-period changes and the short-term fluctuations."⁷¹⁶

23 5 Kinds of Statistics

If we just look at various practices followed by different kinds of libraries, we can safely divide statistics into three classes :—

23 5 1 1 2 Cataloguing

Month _____ Year _____

No. of Books catalogued and No. of cards prepared _____

Sr. No.	Name of the incumbent and designation	Days of the month.										Total
		1	2	3	4	5	6	7	8	9...to 31		
1	Sh.....											
	Cataloguer.											
2	Sh.....											
	Cataloguer.											
3	Sh.....											
	Cataloguer.											
4	Sh.....											
	Cataloguer.											
5	Sh.....											
	Cataloguer.											

23 5 1 2 Acquisition Section

It is quite essential to know the names of books, pamphlets and other reading materials which have been received in the library. Division by subject scatter will facilitate to have a clearer picture of the library's book stock. The specimen of the statistical table is given below :—

Specimen of Accession Statistics

Month _____ Year _____

Reading Material	000	100	200	300	900	Total
By Purchase :						
Books						
Pamphlets						
Others						
Total						
By Exchange :						
Books						
Pamphlets						
Others						
Total						
By Gift :						
Books						
Pamphlets						
Others						
Total						

Grand Total

23 5 1 3 Periodicals Section

In the Periodicals Section it is necessary to know as to how many periodicals are received daily and how many are registered, for how many periodicals reminders are written and despatched so that if there is some time lag, we can think of providing more staff or we can resort to better techniques for recording periodical publications. The specimen of statistical table is given on the next page.

Statistics of Periodicals

Month..... Year.....

Frequency of publication	No. of periodicals received	No. of periodicals registered	No. of reminders written	No. of reminders despatched
Daily				
Weekly				
Fortnightly				
Others				
Total				

23 5 1 3 1 Indexing, Abstracting and Documentation Services

Proper statistics must be obtained so as to know the progress or regress of these services and their impact on the readers.

Indexing is a technique which is an essential tool for research purposes. To cover all the fields of knowledge, the periodicals received in the library must be scanned through and an elaborate index be prepared for the information of the research workers.

Important articles published in the learned periodicals should be abstracted and these should be made available to the research scholars in a palatable form.

The statistics to be maintained for this work must contain the number of magazines indexed, abstracted and documented. This should be a weekly feature.

Specimen of Statistical Table

Week No..... Month..... Year.....

Subject	No. of periodicals indexed	No. of articles abstracted	No. of articles reproduced
000			
100			
200			
300			
400			
500			
600			
700			
800			
900			
Total			

23 5 2 Service Departments**23 5 2 1 Circulation Section**

The Circulation Section is one of the most important sections of a library dealing with the public directly. It is the most proper form to know the tastes, antipathies and reactions of the readers. To know these reliable statistics should be maintained. At the entrance gate of the library, there must be kept a Visitor's Register with the columns as under :—

Date	Sr. No.	Name and address of the visitor	Occupation or Class	Sex	Age Group	Signature

From this register, a statement should be prepared daily in the following manner :—

23 5 2 1 1 Daily Attendance Statistics

Date	No. of readers who visited the library	Occupation or Class	Sex	Age Group

The Issue Counter should maintain daily statistics for the books issued and returned according to the subject-scatter.

In the public libraries, statistics should be kept on the following pattern :—

23 5 2 1 2 Issue Statistics

Date	Subjects	No. of books issued	No. of books returned	No. of books renewed	No. of books reported lost
	Poetry				
	Drama				
	Novel				
	Short stories				
	Other literature				
	Biographies				
	Useful arts				
	History and travels				
	Other non-fiction				
	Total				

We should also keep another kind of statistics by which we can have an idea of the languages which are popular with the readers.

23 5 2 1 2 1 Issue Statistics Languagewise

Date	Language	No. of Books Issued
	English	...
	Hindi	...
	Punjabi	...
	Urdu	...
	Southern Languages	...
	Bengali	...
	Oriya	...
	Others	...
	Total	

23 5 2 1 2 2 Issue Statistics Readerwise

Date	Nature of Readers	No. of Books Issued
	Adults ...	
	Male ...	
	Female ...	
	Children ...	
	Blind ...	
	Sick ...	
	Other abnormals ...	
	Total ...	

The following statistics should be maintained weekly :

Date	No. of new members enrolled	No. of withdrawing members	Total No. of members	Total No. of active members

In case of academic libraries *i.e.* University, College and School Libraries, the statistics should be maintained on the following pattern :—

23 5 2 1 2 3 Classified Issue Statistics

Date	Subjects	No. of Books Issued
	100 ...	
	200 ...	
	300 ...	
	400 ...	
	500 ...	
	600 ...	
	700 ...	
	800 ...	
	900 ...	
	Total ...	

23 5 2 1 2 4 Classwise Issue Statistics

Date	Class	No. of Books Issued
	Higher Secondary ...	
	Graduate ...	
	Post-Graduate ...	
	Teachers ...	
	Research Scholars ...	
	Total ...	

In the case of special libraries e.g. Library of the Institute of Economic Growth, the statistics should be maintained on the following lines.

23 5 2 1 2 5 Issue Statistics Material-Wise

Date..... No. of Vols. Issued.

Kind of material	331	332	333	334	335	336	337	338	339	Total
Books ...										
Pamphlets ...										
Other material ...										
Total ...										

23 5 2 2 Reference Department

It is very difficult to maintain statistics for the Reference Department especially where there is open access in vogue. In case of closed access we can have the statistics on the basis of the request slips given by readers, but in open access, it is not possible. Here we have to request the readers not to shelve the books themselves. But we still find that some of the readers shelve the books themselves and the unshelved books found on the reading tables will not give an accurate number of books used. The statistical table may be as under :—

23 5 2 2 1 Statistics of Books Consulted

Date.	No. of Books Consulted										
	000	100	200	300	400	500	600	700	800	900	Total

23 5 2 2 2 Statistics of Reference Queries

Another kind of statistics to be maintained in the Reference Department relate to the actual reference service rendered to the readers.

Date..... Month..... Year.....

No. of readers directed	No. of short-range enquiries answered	No. of long-range enquiries answered	No. of enquiries unanswered	Total

Another method for having statistical data regarding the regular users of the Reference Department is to have a sample survey on certain days of the week, at least twice or thrice a day in order to give margin to weather or other local conditions.

23 5 3 Miscellaneous Statistics

The library must know the number of its prospective clientele or the total number of people served. It can be found out from the latest census report. The figures giving total expenditure, book fund and periodicals fund should be maintained properly so that an accurate assessment of the library service rendered be made.

23 5 3 1 Statistics of Income and Expenditure

Item	Book Fund	Periodicals Fund	Staff Fund	Others	Total
Income					
Expenditure					

23 5 3 2 Staff Statistics

Month.....Year.....

Name of posts	No. of posts filled	No. of posts lying vacant	Amount spent on salaries	Amount saved on staff salaries

23 5 4 Conclusion

From these statistics, we can easily find out the per capita amount spent for providing library service in an area, per capita number of books purchased or in stock or available for use, and per capita number of books used. The statistics provide a reliable picture of the service conditions of a library.

But, a word of caution is essential regarding the efficacy of statistical data since it is claimed that anything can be proved by manouvering statistics in a particular fashion. While pinpointing a certain fact on the basis of statistical data, background facts should not be lost sight of so that a picture is available to us.

24 0 Introduction

In Western countries, library surveys are conducted very often. In the U.S.A., scores of surveys of various types and dimensions have been held since 1926-27.¹¹⁷

In India, though this device has not been used much in the library science field, yet we have made a beginning. The following are some of the important surveys held at national and local levels in public and university library spheres :—

1. India. Ministry of Education. Advisory Committee for Libraries. Report. Delhi, Manager of Publications, 1959.
2. India. University Grants Commission. Library Committee. University and College Libraries. New Delhi, University Grants Commission, 1965.
3. White, Carl M. A survey of the University of Delhi Library. Delhi, Planning Unit, University of Delhi, 1964.
4. India. University Grants Commission. Review Committee. Library Science in India. New Delhi, University Grants Commission, 1965.
5. India. Planning Commission. Working Group on libraries. Report, Annexure : A Survey of Public Library Service in India. New Delhi, Planning Commission, 1966.

24 1 Types of Surveys

Library surveys may be of the following types :—

24 1 1 Self-Surveys

Self-Surveys are generally authorized by an individual or group from within a library. These "may be directed at clarifying the aims and functions of the library, determining the status of the library, isolating factors which limit or contribute to the efficiency of service, or at specific matters of immediate importance, such as changing the organisation, establishing a new departmental library, evaluating book or other collections, examining the acquisition policy, setting up a personnel classification, reviewing the financial support, outlining a building program, or studying operations in the cataloging, binding, reference, or circulation departments."⁷¹⁸

24 1 2 Surveys by Outsiders (Library Experts)

Such surveys may be suggested either by the librarian himself or the board of trustees. The outside surveyors may be appointed directly by the concerned library, by a foundation or by a library association.

24 1 3 Surveys by Non-Librarians

Surveys by efficiency engineers and public administration analysts may be held. But these should be guarded against because these persons have little knowledge about library services or operations.

24 2 Purposes

A library survey provides a frank evaluation of the services of a library by an outside agency or expert so that library's progress may be stimulated. The main purposes of a library survey may be as follows :—

A. National level

1. To discover how well the library meets the standards of national accrediting associations.
2. To determine specifically how the library may corporate in a national plan of integrating library resources through participating in bibliographical centres, interlibrary centres, etc.

B. Regional level

1. To help bring about a greater degree of coordination and cooperation among libraries within a particular area.

2. To minimize the expenditure of individual libraries by concentrating book resources and special services.
3. To estimate how effectively the library fits into a pattern of regional service ; for a state institution, to estimate its service to other institutional libraries of a state.
4. To discover how closely the library meets the standards of state or regional accrediting agencies.

C. *University level*

1. To determine how effectively the library can support the program of instruction and research.
2. To coordinate the library services on a campus.
3. To serve as a basis for action by the university, the state legislature, or other bodies.

D. *Library level*

1. To determine the status of the library in its academic setting.
2. To consider factors that limit or contribute to the efficiency of the university library in performing its services.
3. To help the library clarify its aims and functions.
4. To assist the library staff in solving unusual problems of immediate importance.
5. To aid the library in formulating a long-range policy in acquisition and service.
6. To suggest means for improving book and periodical collections, personnel, administrative organization, financial support, facilities and equipment, and use of materials.⁷¹⁰

24 3 Necessity of Library Surveys

Library surveys may be considered necessary because :

1. Regular annual reports do not provide comprehensive information about the condition of library services because these reports lack the perspective and breadth of view which are available in a thorough survey.
2. A librarian may like to have a frank evaluation of library services so that these may be improved.
3. A librarian might have been discouraged by trustees' indifference to library's problems. Remedies may lie in an evaluation by an experienced outside surveyor because

his expert opinion is most likely to command official and public approval and appreciation.

4. It may not be possible for a new librarian, due to his daily heavy responsibilities to probe deeply in a systematic way into the problems of his library.
5. Outside surveyor with special experience in other libraries may recommend some new methods or solutions which have proved successful elsewhere for solving similar problems.

24 4 Problems faced by Surveyors

Problems differ from library to library and area to area. "When total library situation is studied, a typical pattern of problems has generally been considered. This pattern differs only slightly from that found in non-library enterprise. The history of the institution, the governmental relationships, educational objectives, finances, organization, personnel, controls, methods, facilities and equipment, and physical factors are consistently parts of the library survey approach. Integration of the library within the university, the state, the region, and the country, and education for librarianship (in those institutions having or planning training schools) are other factors which are sometimes examined."⁷²⁰

24 5 Methodology of Surveys

A survey to be dependable and objective should be conducted in a systematic manner. It should be based on definite, reliable and first hand information. This can be possible only if intensive investigations accompanied by questionnaires, statistical tables, charts beside personal interviews are held. However, some problems are so simple that these hardly require an expert opinion and advice of a specialist in the problematic area. Many other devices may be used depending upon a particular situation."⁷²¹

24 6 Results of Surveys

The following results may be common in most of the library surveys :

1. During the course of a survey the attention of the administrative officers and many members of the faculty is centered upon various aspects of library administration and service.
2. It educates the administrator about the role of the library in the teaching and research problems of the university.

3. It helps the codification of a library policy of the parent institution.
4. It helps in laying down a policy for the library. It also helps in developing a programme of action for the library.
5. It helps in obtaining greater financial support for the library.
6. It may help solve some of those problems which have been hindering library progress.
7. It provides stimulation to the library staff. It reminds individual staff members about their role in achieving the aims of the library.⁷²²⁻⁷²⁴

A library survey should be considered as means for future development and not an end in itself. Potentially, it has great strength as an instrument for the development of sound public relations.

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ADDENDUM

PART VII

**COMPUTERS
AND
LIBRARIES**

CHAPTER 25

THE COMPUTERS AND THEIR APPLICATION TO LIBRARIES

2 5 0 Introduction

The use of computers has been steadily increasing in Science and Technology since the Second World War. Most of the advanced countries of the world have made much advance in this respect but India has just made a start, especially in industry and business and there also these are witnessing stiff opposition from the employees and their trade unions because of the fear of retrenchment. However, their application is increasing day by day in science, technology, industry and business. Their recent conquest is railways. Libraries are no exception to them. As the Library Authorities and Librarians are becoming aware of their potential uses, these are being put to more use. So much so that not only some courses in computer application are being arranged regularly by the private sector, but they are finding their pride of place in Library Science courses also. For example, the syllabus of the Master's course in Library and Information Science of the Delhi University has included "Computer use in Libraries" as a part of one of the papers. It is hoped that their use in libraries would

increase in the years to come in India, though not at a rapid speed, especially because of our socio-economic conditions and the prohibitive cost of their installation and maintenance.

2 5 1 Mechanics of a Computer

A computer is a device which is capable of accepting information/data automatically, applying a sequence of prescribed processes to the information/data, and supplying the results of these processes. It usually consists of input and output devices, storage, arithmetic and logical units, and a control unit.^{1,2}

While the first automatic general-purpose digital computer was designed by the Harvard University which was built by I.B.M. (International Business Machines Corporation) in 1944, the first electronic digital computer ENIAC (Electronic Numerical Integrator and Calculator) was built in 1946 at the University of Pennsylvania and the first stored-programme machine EDSAC (Electronic Delay Storage Automatic Calculator) was designed at the Cambridge University.

2 5 2. Kinds of Computers

Computers are of two kinds i.e., (i) Analogue and (ii) Digital. The former is useful for scientific work as it helps in calculating the accepted information according to a pre-determined pattern which may be mechanical, electro-mechanical or electronic. In other words, it helps in processing the information in a physical form i.e. in terms of weight, volume or electric current. For example, it can translate temperature, flow, speed, altitude, voltage and other physical variables into related electrical quantities and for this purpose, it uses electrical equivalent circuits.

The latter type of computer i.e. Digital Computer is a general-purpose computer as it helps in calculating and processing

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1. The International Encyclopaedia of Science, edited by James R. Newman. London, Thomas Nelson and Sons, 1965. Vol. 1, pp. 268-270.
 2. Van Nostrand's Scientific Encyclopaedia, 4th ed. Princeton, New Jersey, Van Nostrand Company, 1968, p. 404.

the accepted data in digital form.) In other words, it makes use of conventional letters, symbols and numbers for the purpose and is, therefore, suitable for processing of information in general and for various other commercial, business and office applications. It is this type of computer which is used in libraries.

The Digital Computer can be further divided into two types i.e. *Batch processor* and *Real-time Processor*.

Batch Processor :

It processes the data accumulated into batches or groups over a period of time. It consists of the following four component units :—

- (i) *The hardware* i.e. the machinery which is designed to carry out instructions necessary to perform the assigned jobs.
- (ii) *The Inputs Units* help in converting the data passed on to them into a standard form acceptable to the *Central Processor*.
- (iii) *The Central Processor* or the *heart* of the computer consists of the *storage unit*, the *control unit* and the *arithmetic unit*.

(a) Storage Unit

The data in the *store section* of the computer is governed by the *software* or the *programme* i.e. a series of instructions which are devised by the computer manufacturer or by the computer users or their agents. The capacity of the central processor is measured in thousands (K) of units which may consist of one character, of a byte (mixture of two numerical of one or other type of character) or a computer word (consisting of more than two characters).

(b) Control Unit

The second part of the *central processor* of a digital computer is called the *control unit* because it not only helps in picking up one programme only at a time but also activates the necessary circuits so as to help the other parts of the computer to perform the desired jobs. However, a direct control over the operations can be exercised by the operator who comes to know as to what is

going on inside the computer besides enabling him to key in messages necessary to run a programme.

(c) Arithmetic Unit

The third part of the central processor is known as the arithmetic unit because it carries out arithmetic calculations such as additions, subtractions and comparisons.

(iv) The Output Units

The results of the foregoing processes performed by various parts of the computer are called *output units* which may either be in print or in machine readable print—on punched cards, paper tape or magnetic tape.

(v) Backing Store Units

The Backing Store provides the filing system for the computer and consists of magnetic tape reels. The input, output and backing store units are together called *peripherals* i.e. those which are outside.

Real Time Processor :

The Real Time Processor is designed to process a large volume of data. In this system, the units called *terminals* have a direct connection or *on-line* connection with the computer in such a way that data can be fed to the processor directly. Generally, the *terminal* is an electric type-writer through which the operator keys in information or interrogatories. In this system, there is no need of presenting this information on machine-readable media i.e. magnetic tape, punched cards or paper tape because in it the programme can directly control the processing of data received from a *terminal* i.e. an electric typewriter besides adding it to the files on backing store or sending back to the terminal the data already available on file and that is why it is called real-time processor because it provides quick service even though the data is received from many terminals. As such, these two processors differ from each other on the basis of input and output units used by them.

The main advantage of a digital computer is its speed of processing the data. It carries out the instructions of the programme in a fraction of a second. The speed of the peripherals is expressed as one thousandth of a second or one millisecond (ms)

while that of the central processor is indicated as one thousand-millionth of a second or nanosecond (ns). It is evident that the speed of the former is slower than that of the latter, the reason for it being that in the former electro-mechanical devices are used while in the latter electronic devices are made use of.

2 5 3 Application of computers to Libraries

It is claimed that computers can serve as a panacea for all the existing ills of libraries since these can be made use of for performing efficiently all sorts of jobs from the procurement of the reading materials to their organisation and use. In other words, these include the acquisition, classification and cataloguing and the circulation and use of the reading materials besides making provision for information and retrieval systems.

2 5 3 1 Computer-Based Book Order Systems

2 5 3 1 1 Off Line Systems

2 5 3 1 1 1 Michigan University Library System

The Computer-Based Book Order System of the Michigan University Library started with the use of 1401 Tape Computer and the 1131 disk pack was later changed to 1460 and 360/30 and the present type of 360/40 computer. The system consists of the following processes :—

1. The name and address of the book sellers or suppliers are stored in a disk file and each one of them is assigned a number.
2. The book orders for the books to be procured are key-punched and each of the book-sellers is identified by the number allotted to him as stated in (i) above.
3. The orders are batched and sent to the Data Processing Centre on the campus twice a week. On the following days, ten copies of the order forms are received by the library alongwith pre-punched cards in triplicate for each order and a list of orders according to each book budget allocation besides an updated (brought up-to-date) cumulative supplementary list representing all

new orders placed in the library system and all transactions done against the orders placed earlier.

4. Out of the ten copies of the order forms, two copies are mailed to the book supplier and the third copy is filed in the order file by the order number, while the remaining seven copies are filed in a separate file to be used for classification and cataloguing work.
5. The pre-punched cards serve various purposes, namely, to indicate the receipt of the book, the need to pay the bill, to count the books added to the book stock and to remove the order card form from the order file in case the book is classified and catalogued.
6. The cumulative supplemental outstanding order file is passed against the budget allocation and statistics files every fortnight which helps in printing the up-to-date position of funds so as to help the Order Section Incharge to control new orders. In this way, two supplementary order tapes are printed every month for bringing up-to-date the master outstanding order file, indicating the position of each order at that time.
7. Letters for the unsupplied items are issued.
8. An Expenditure Statement is prepared monthly. It indicates the amount already spent up-to-date and the amount which is still unspent.

Advantages

1. Many repetitive jobs are performed at one and the same time, thereby reducing the number of staff members for the Order section.
2. An accurate, up-to-date and automatic information is made available about the latest position of each book order placed, thereby helping to avoid unnecessary duplicate ordering.
3. An accurate, up-to-date and automatic information is made available about the latest position of each head of

the book fund i.e. how much amount has already been spent and how much is in balance, thereby either to limit future orders or to accelerate the pace of orders so as to utilise the funds in time.

2 5 3 1 1 2 The Yale University Library System

This system provides for all the processes through which a book has to pass through the moment it is selected for purchase and is made available for use by the readers.

2 5 3 1 1 3 The Cornell University Library System

In the second system, an order-search form is used for placing a book order which remains there alongwith the L.C. cards upto the time of the receipt of the book. In case, L.C. card is not available, machine-generated orders for L.C. cards are produced automatically.

2 5 3 1 2 On-Line Systems

Besides, in three other University Libraries, the On-Line systems are in use. There include the "LOLA Library On-Line Acquisitions Sub-System Washington University Library", "Rice University's On-Line Acquisition System" and "The University of California at Irvine's On-Line Acquisition System".

2 5 3 1 2 1 Washington University Library System

The first system has been designed to perform all technical services and processes consisting of various separate sub-systems of which one is the Acquisitions sub-system. The Acquisition sub-system performs the following seven functions :—

1. Preparing an entry indicating request (suggestion) for purchase.
2. Preparing a book selection entry and its checking.
3. Preparing a book order and its processing.
4. Receiving the book.
5. Processing Bills for books.

6. Preparing a standing order plan.
7. Preparing a report of the books received.

2 5 3 1 2 2 The Rice University Library System

The second system at the Rice University is based on MARC II tapes and holdings of eighteen libraries of the Gulf Coast which are cooperating in the project.

In this system, when a suggestion for the purchase of a book is received, the above record is first checked up to know whether the book in question is already in one of the libraries. If it is there, a report to this effect is generated, but if the book is not available in any of the libraries, but the information is available in the file, the order for the book is added to the data-base. Simultaneously, a multiple order form and a receipt card in order to update the record are generated and the cost of the book is debited to book fund. In case the order relates to multiple volumes a card for each volume is produced.

If the information about the book is not available in the file i.e. data-base, the details of the order are included in the holdings and the on-order file. On receipt of the ordered book, a cataloguer's work sheet is produced which is used to correct and update the existing record before catalogue cards for the book are prepared.

In this system, a teletypewriter, called CONTROLMATIC Model 37, is used to supply to the cooperating libraries the current information received from the Library of Congress besides the preparation of classified extracts and the card listing to be used by Book Selection Section as a book selection tool.

2 5 3 1 2 3 The University of California System at Irvine

The third system at the University of California at Irvine makes use of IBM 360/50 alongwith a central core memory of 512 K. It consists of two sub-systems i.e. book fund accounting and purchase order writing. The first sub-system is to record, process and make available financial information regarding the book fund. The second sub-system besides writing purchase orders is to debit automatically the cost of book ordered besides conversion of the foreign currencies.

2 5 3 2 Computer-Based Periodical's Acquisition, Processing and Control Systems

The acquisition, processing and control of periodicals have been eluding a permanent solution due to their idiosyncrasies, as pointed in this book elsewhere (page 404).

In many cases, the periodicals have been controlling the librarian instead of the librarian controlling the periodicals. The latest method to bring them under control, takes the help of the computer, which is considered by many a panacea for various ills of library jobs including those of processing and controlling of periodicals and serials.

Though efforts to develop a computerized system were started in the 1940's, yet the first important system was designed and developed as late as 1962 only which was fully put into operation in 1964. The earlier systems were using computers for performing one of the functions of the periodicals section while keeping parallel records on manually run systems, whereas the latter system discontinued their use.

The periodical's work involves the following main jobs :—

1. Ordering and Bill Passing.
2. Receiving supply.
3. Claiming the unsupplied periodicals.
4. Completing the volumes and sending them for binding.
5. Classification and cataloguing.
6. Preparing lists of Holdings and Union Lists.
7. Administrative Control.

To perform these functions efficiently, various computer-based systems have been brought into use, of which the systems operated by the following University Libraries are worth mentioning :—

1. The University of California Library, San Diego.
2. The Texas A. & M. University Library.
3. The Washington University Library.
4. The Purdue University Library.

Most of these systems have the following components of records, inputs and outputs, with, however, minor variations, besides converting the existing periodical's manual file onto a magnetic tape.

2 5 3 2 1 Inputs

- (i) Location Mark.
- (ii) Call number.
- (iii) Title.
- (iv) Periodicals holdings information with years and volumes.
- (v) Month and year of the latest issue received in the library.
- (vi) Source of supply i.e. either by purchase, gift or exchange.
- (vii) Fund Allocation.
- (viii) Supplier and his code number.
- (ix) Period of subscription.
- (x) Unique Identification Number for each periodical title in the file.
- (xi) Frequency of publication i.e. number of issues per volume and number of issues per year.
- (xii) Expected dates of publication and receipt in the library.
- (xiii) The existing position of a periodical i.e. whether it is active or not.
- (xiv) Binding Code Numbers and other Binding Instructions.
- (xv) Expected dates of the receipt of TCI, i.e., Title, Contents and Index pages.

A Mnemonic title, i.e. Abbreviated title, is used for the purpose of checking the receipt of a periodical issue.

2 5 3 2 2 Outputs

In most of the systems referred to above, the outputs consist of the following :—

- (i) *Master File List*, which is an alphabetical list of periodicals, by Main Entry, received in the library indicating details of periodicals holdings of the library, is meant for staff use.
- (ii) *Public Holdings Printout*, which is also an alphabetical list of periodicals by title or main entry, is meant for public use and consists of daily, weekly and monthly lists. These lists are very simple and contain only such information as is relevant to the users.
- (iii) *Supplement Printouts* which include daily receipts to be cumulated weekly.
- (iv) *Non-Receipt And Claim List* for all the overdue issues of periodicals.
- (v) *Titles List* indicating the list of periodicals received in the library and their location but without the information regarding the total number of volumes held by a library.
- (vi) *Subject List* for public use i.e. subject-wise list of periodicals.
- (vii) *Shelf List* i.e. a classified list of periodicals, with information about holdings.
- (viii) *Duplicate Lists* i.e. lists of all periodicals of which more than one copy are received in the library.
- (ix) *Cross-References List*.
- (x) *Subscription Agent List*.
- (xi) *Active Titles List*.
- (xii) *Inactive Titles List*.
- (xiii) *On Order List*.

2 5 3 2 3 Advantages

1. A Computer-Based Periodicals System enables a better access to the periodicals records to the staff and readers.
2. It provides better service to the users.
3. It provides more accurate records.

2 5 3 2 4 Disadvantages

1. It involves huge expenditure for the conversion of the existing manually operated periodicals file onto the magnetic tape.
2. Development costs of a computer-system are exorbitant which are lost over a period of time.
3. The cost of continuing operation (recurring costs) of computer based periodical system is not less than that of the manual system. Rather, in some cases, it may be even double of the latter, although final estimates are not available.
4. In the computer-based system the time taken for checking a title is not less than that in the manual system.

2 5 3 2 5 Recent Developments

However, the following few recent developments in the computer application to periodical systems which are under way may be helpful in improving the situation :

1. L.C. MARC Serials Format

The Library of Congress MARC Serials Format (MARC Bibliographic Data Format) will serve as a communication format for periodicals between a reporting library and a receiving library in respect of the following :—

- (i) The National Union Catalogue symbol for a reporting library.
- (ii) Periodicals Holdings information.
- (iii) The period of periodicals volumes available.
- (iv) Retention Information.

2. Standard Serial Numbers

The second development is the use of a Standard Periodicals Number, officially called the American Standard Identification Number, for serial publications which is specifically useful for periodicals checking work. This number is to consist of seven decimal digits besides an eighth check digit.

3. Periodicals Standard Format and Arrangement

This format provides guidelines as to where and how the bibliographical information which is essential to identify a periodical, should appear. On the front cover of the format, the following information is provided :

1. Title.
2. Volume number.
3. Issue Number in Arabic numerals.
4. Date of issue.
5. Code number of the issue for the identification of a periodical.
6. An abbreviated title.

2 5 3 3 Computer-Based Cataloguing System

The use of computer in cataloguing, e.g. MARC_I (Machine-Readable Cataloguing) Pilot Project, was started in November, 1965 by the Library of Congress. The main aim of this project was to distribute Library of Congress cataloguing in a machine-readable form to various libraries for the reading materials received by them so as to facilitate them to meet the explosion of knowledge and the increasing demand for easy and quick provision of required information.

2 5 3 3 1 Working of the System

The MARC II was completed in 1967 with the development of a new format capable of transferring bibliographical data to the receiving libraries. The system consists of the following stages :—

- 1 It presupposes the existence of a centralized or co-operative classification and cataloguing system on the pattern of that of the Library of Congress.

2. It also requires that the participating libraries of the programme should instal computers and appoint programmers in their respective libraries.
3. The Computer-Based MARC cataloguing system consists of the following main sections or programmes :—
 - (1) *MARC Maintenance Programme* for keeping the MARC file up-to-date by means of the weekly tapes received from the Library of Congress.
 - (2) *MARC Selection Programme* for selecting entries from the MARC tapes, converting character codes, preparing a record in a format suited to an individual library and for printing two proof copies to be used by cataloguers of the library.
 - (3) *MARC Correction Programme* for editing the selected entries, preparing the proof copy of the edited list, punching cards for using in converting to paper tapes and for typing book cards and spine labels in case a Flexowriter is used.
 - (4) *MARC Card Print Programme* for printing catalogue cards for the selected items which may be pre-sorted and alphabetized for filing purposes.
 - (5) *Update-Generate Programme* for updating the Master file and generating the entries and changing for print files.
 - (6) *The Weekly Print Programme* for printing the weekly supplements for the printed catalogues and the list of new books by call number.
 - (7) *The Monthly Print Programme* for bringing up-to-date the print files of the catalogues, and printing monthly supplements and a list of new books. These monthly supplements are cumulated to print the full catalogue.

2 5 3 3 2 Advantages of the System

1. A Centrally prepared catalogue can be distributed to the receiving libraries in a machine-readable form.

2. In spite of increasing acquisitions, the catalogue can be kept up-to-date without employing additional staff.

3. The production cost of card catalogue on the computer (MARC System) is lesser than that of purchasing the Library of Congress catalogue cards.

4. The MARC tapes can be utilized for acquisition functions i.e. selecting, ordering and claiming unsupplied books without any additional cost.

5. The MARC tapes can be used for producing conventional card catalogue by the subscribing libraries, as demonstrated by the University of Toronto.

6. The MARC data can also be used for producing book catalogues as demonstrated by the Washington State Library.

2 5 3 3 3 Limitations of the System

George Piternick¹ points out the following few limitations of the Machine-Readable catalogue system :—

1. The MARC record for any little is almost similar to the conventional bibliographic record, as such it inherits all its limitations.
2. The MARC format will be limited, at least for the next few years, to the English language books because the MARC character set is severally limited in respect of special characters and diacritical marks.
3. The time gap between the creation of MARC record and a catalogue record copy by the participating library, which is inherent at present in the existing card production methods of the Library of Congress, will not be removed until and unless both the cards and tapes are prepared from the same machine readable record.
4. Expenditure on account of machine time by the participating libraries will go on increasing in view of the weekly shipment of about 1,200 records or about 62,000

1. Piternick, George. The machine and cataloging. In M.J. ed. *Advances in librarianship*. New York, Academic Press, 1970, Vol. I, p. 30-31.

records annually requiring 15,000 feet of magnetic tape.

2 5 3 4 Computer-Based On-Line Real-Time Library Circulation Systems

Many Computer-Based On-Line Real-Time Circulation Systems have been devised during 1960's besides many other data collection and batch systems. These include the following :—

- (a) The State University of New York at Buffalo's Real-Time Library Circulation System.
- (b) The Illinois State Library On-Line Circulation Control System.
- (c) The On-Line Circulation Control System at Midwestern University.
- (d) The Bell Laboratories' Library Real-Time Circulation System.

2 5 3 4 1 State University of New York at Buffalo's System

In the first system, an IBM 2741 typewriter terminal and the CDC 6400 computer are used. It needs borrower's Identification card but does not require any book card. To issue a book, the borrower's Identification card number and the call number of the book to be issued are passed into the computer by means of the typewriter terminal and the typed matter is inserted in the book, thus completing the charging of the book. This transaction needs 20 seconds. This system handles more than 300,000 per annum at the State University Library of New York at Buffalo. It has the capacity of hooking into the system of the Branch Libraries' circulation work. In this system, the computer can be asked through the terminal to find out the position of any item. Moreover, overdue notices and circulation statistics can be processed automatically. In this system, the master circulation file consists of charged books only instead of the shelf list or other record of complete holdings of a library.

2 5 3 4 2 The Illinois State Library System

The second system which came into operation at the Illinois State Library operates on an IBM 1710 system using IBM 1031

terminals as inputs. It needs punched book cards and borrower's card. For issuing a book, the borrower's card and the book card are inserted in the badge section of the terminal. To find out whether the borrower is a valid borrower, the programme calls for the master file of borrowers. In case the borrower is a valid user, his number and the information about the book are transmitted to the computer for final editing. After final editing, the information is put on the daily transaction pack in consecutive order to facilitate its further processing after few hours later on. Thus the issue work of a book is complete and the book is handed over to the borrower after due date slip is inserted in the book.

At the time of return of a book, its call number and cutter number are checked from the book card and the reserve list and the returned cards are arranged in consecutive order with the daily returns pack. If a book being returned is already reserved by a borrower, the computer sends the information to the 1033 printer terminal which provides the call number, Cutter number, borrower's number and the date of reservation of the book. After it, the returned book is handed over to the Reservation Assistant for further action. In this way, the work connected with the return of a book is over.

In the evening, the computer lists and punches one card for each transaction of the day besides sorting them into Dewey, Cutter and serial number orders. After this, a programme for updating the record is called into the computer for merging the sorted transactions with the master circulation record. This programme called *CIRCUP* takes up the transactions one by one for necessary action. In case of a discharge of a book, it removes it from the master file but if it is a case of an issue of a book, it adds the information to the master file. This programme called *DUE NOT* prepares a new master file whenever it is updated besides printing the daily statistical information in the classified order by Dewey Decimal Classification.

2 5 3 4 2 1 Advantages of the System

This system is not only capable of printing the overdue notices for borrowers alongwith their mailing addresses, but it also

provides monthly statistics about the use of the library. In this system, the book ID cards are generated from the shelf list kept on punched cards but it has not been made to serve as a basic record for circulation purposes.

It is claimed that in this system the average cost per transaction comes to about 32 cents besides cutting down the number of staff members employed in the circulation section from twenty-two to nine only. Further, this system works on a time-sharing basis. In other words, an interrupt feaute, controlled by 1026 controller, allows the central processing unit to work only when the information to be handled is fed into it.

2 5 3 4 3 The On-Line Circulation Control System at Mid-western University

In this system, an IBM 1401, an IBM 1031 data collection system and 1033 printer are used. It needs book cards and borrower's cards or badges. The IBM 1401 is shared by other departments of the University.

For issuing a book, the book card and borrower's card / badge are inserted into IBM 1031 data collection system. Before the issue of the book, the processing of the computer is interrupted for finding out whether the borrower is a valid borrower which takes about $\frac{1}{2}$ second of CPU time. If valid, the printer 1033 prints a book slip to be inserted in the issued book. Thus the book is issued. The total time taken in charging a book is about 10 seconds. At the time of returning a book, the information about its reservation, if any, is passed on to the circulation Assistant automatically because of the on-line updating of the circulation file.

2 5 3 4 3 1. Advantages of the system

This system automatically provides to the circulation desk information about the reserved books, borrower's membership validity, due date of return of the books, fines due and other statistical data besides printing a daily circulation file.

Like the Illinois State Library's circulation system, this system also does not use the shelf list as the basic record for circulation purpose.

2 5 3 4 4 Bell Laboratories' Library Real-Time Circulation Control System

The Real-Time circulation control system invented by the Bell Laboratories called *BELLREL* is the latest in the series. It uses 360/40 computer to which are linked by Dataphone the terminals kept in three different libraries. Each of the three libraries keeps two terminals with keyboard, printer and card read facilities. In the system, a Union list of all three libraries is maintained which can help in finding out the position of every book stocked in the libraries of the system i.e. indicating whether a book is available in a library and can be got issued. Similarly, Direct Access Files maintained in the system provide information about the total book collection of a library i.e. shelf list and the position of the books issued and reserved.

2 5 3 4 4 1 Advantages of the system

The system can perform 22 transactions related to issuing, returning and reservation of books besides other queries about them. The system batch processes daily issue lists, pre-due and over-due notices, lists of books in great demand and other related statistical information.

It is claimed that the system can handle more than 300,000 transactions annually. However in charging, it takes about 23 seconds which is more than that taken by the three other systems described above and many of the manual systems.

2 5 3 5. Computer-Based Information Storage and Retrieval System

A Computer-Based Information Storage and Retrieval System consists of the following two phases :

2 5 3 5 1. Storage Feeding and storage of Information in the Computer

It consists of classification and cataloguing of the books and other reading materials forming the input of the system and transferring the catalogue entries on to the magnetic tape and getting its print-out, if required. This catalogue-on-tape is to be updated by adding new entries and correcting the existing entries, if necessary, and getting a print-out of the updated catalogue.

2 5 3 5 2 Retrieval-search, selection and answering the Query

The second phase consists of (a) preparing the Reader profile record i.e. the recording the Reader's Queries and transferring them on to the tape and updating them, (b) arranging a dialogue between the reader and the computer through the language of the system, (c) selecting the bibliographical details of the relevant books from the catalogue-on-tape, (d) transferring the selected entries on to the magnetic tape, and (e) getting a print-out of these entries, providing a copy to the reader and transferring them on punched cards, if necessary.

In this process the following equipment may be used :—

1. Computer—There are different kinds of computers which might be used in the system e.g. IBM 360/50 and 360/67, ICL 1903 etc.
2. Magnetic Tape, punched cards or punched paper tape.
3. Magnetic tape deck, Card Reader, Paper tape reader, Line-printer, Electric typewriters.

However, these may vary from one system to another depending upon various kinds of input items, the kind of catalogue, the kind of vocabulary of the kernel ideas used for identifying subjects of documents and readers' queries, the kind of computer used or available and the kind of output required.

2 5 3 5 3 Advantages

1. Facilities retrospective search and selection of documents as and when demanded by a user.
2. Provides periodically current awareness service i.e. Selective Dissemination of Information (SDI).
3. Facilitates the acceptance of reader's queries in the language of the system.
4. Provides the reader with a documentation list or retrospective bibliography for his use.
5. Provides the service in an automatic and speedy way.

In this respect, the United States of America has made much progress while United Kingdom and India are lagging behind, the latter being in the experimental stage. The DRTC (Documentation Research and Training Centre), Bangalore is one of premier institutions in this regard. USA is working for an Integrated Computer System capable of performing all sorts of jobs in libraries. Besides, not only the possibilities of having national document storage and retrieval systems are being probed into but international information systems e.g. UNISIST are in the air.

2 5 4 Critique of Computers

It is claimed that the application of computers to libraries would usher in a new era of progress and development as it will bestow the following advantages :—

- (i) It will make everything effortless.
- (ii) It will perform the jobs with speed of light.
- (iii) It will help saving money.
- (iv) It will help transferring computer programmes from one place to another without extra expense.
- (v) It will help in economising in future programming because programmes can be converted to later generation services by sharing computers with others.
- (vi) It will help in saving money when many separate processes are integrated into a system.
- (vii) It will provide better and more service to the readers.

2 5 4 1 Disadvantages

Among those persons who are sworn enemies of computers, the name of Ellsworth Mason is worth mentioning. Ellsworth Mason, while discounting all the so-called advantages of computers, strikes a note of warning to those who want to use computers in libraries in the following words, "Anyone who computerizes at this point in time is hitching his wagon to a falling star.....Computerizing library operations at present and pro-

jected costs, and with foreseeable results, is intellectually and fiscally irresponsible and managerially incompetent".¹

Though refuting most of the charges of Ellsworth Mason against computerization of libraries, Mrs. Henriette D. Avram, agrees with him in principle when she states that "Mr. Mason certainly is correct in criticizing much of what has been done in library automation but is wrong to draw the conclusion that all efforts are misdirected and doomed to failure. A poorly designed project does not prove that library functions cannot be automated; it proves that a disaster is a disaster. It is true that large amount of money have been expended and there have not always been positive or meaningful results".²

2 5 4 2 Remedies

Lawrence Auld³ suggests the following ten practical and useful ways for preventing failure in library automation and for making it a success :—

1. "Motivation based on clearly defined goals ;
2. Effective communication between librarians and computer people ;
3. Logical and complete analysis of the system ; carefully executed programs, and abundant documentation ;
4. Constant feedback of the system's day-to-day operations to the systems analyst and programmer ;
5. Flexible and adaptable programs.
6. A competent computer operator ;

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7. Computer machinery capable of performing the tasks required ;
8. A high priority for computer services to the library ;
9. Adequate budgetary support ; and
10. Positive long-term commitment by top management, both now and in the future."

2 5 5 The State of the Art of Computer in India

The first Indian computer¹ was developed and built in 1956 at the Tata Institute of Fundamental Research, Bombay with some imported components while the second computer was built by the University of Jadavpur, Calcutta in 1963 in collaboration with the Indian Statistical Institute. Similarly, the Bhabha Atomic Research Centre, Bombay has developed a small but high-speed digital computer for real-time applications.

At present, most of the computers manufactured in India are of second generation but efforts are afoot for the manufacture of third generation computers.

Whereas the first computer was installed in mid-fifties of this century at the Indian Statistical Institute, Calcutta mainly for the scientific and research purposes while for business purpose, the first computer was installed in India by a U. S. oil firm, their number went up to 170 in June, 1972. 15 are installed in Bangalore, 46 in Bombay, 18 in Calcutta, 23 in Delhi while the remaining 68 are installed in other places in the country. Further, out of total of 170 computer installations, 80 are used by the business and industry while the Government, educational institutions, research establishments and public utility services and other organizations use 14, 20, 21, 33 and 2 respectively.

This information has been revealed by a study undertaken by the NITIE (National Institute for Training in Industrial Engineering) which was sponsored by the United Nations Industrial Development Organization.

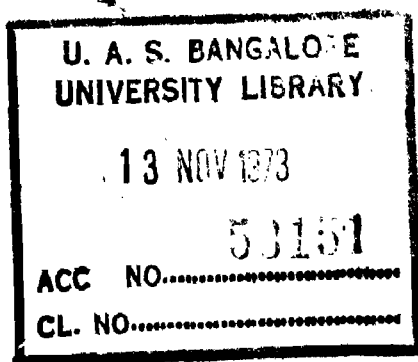
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