

STUDY OF MANPOWER PLANNING IN PROCESS OF HUMAN RESOURCE DEVELOPMENT IN LIBRARIES

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Abstract: *Library and Information Science is a profession in which changes undergo rapidly due to the adoption of Information and Communication technologies which itself is ever changing. Therefore, development of Human factor is a serious matter for Library and Information centres. As a service oriented organization who serves user as their clients by some other groups of Human being, Libraries cannot think to achieve their goal without the development of its staff. Since the modern library movement, the importance of LIS professionals has been increasing steadily all over the world. Today LIS professionals have to acquire and cultivate knowledge and skills for communicating the information to a variety of users in an efficient and effective manner for which the skill development of library staff is necessary. Present paper focuses on the need and process of development of library professionals.*

1. Introduction

Human resource development is nothing but a process of helping people to acquire skill, knowledge and competencies. In an organizational context human resource development is a process by which the employees of an organization are helped in a continuous and planned way to acquire new competencies through a process of planning, performance, feedback, training, periodic review of performance, assessment of the developmental

needs and creation of development opportunities through training, job rotation, responsibility definition and such other mechanisms. “Human Resource” is relatively a new concept in the field of Library and Information Science Field. The quality of Library and Information Centres is largely depending on the dynamic, motivated, skilled and competent staff and the infrastructure facilities provided for their service and development. The Library and Information Science (LIS) professionals are considered as one

of the vital elements that can really make a library the knowledge hub. If the working professionals of a library are competent enough then he/ she could build a collection of information resources which really mean as resources and also could attract user through his/ her services.

2. Human Resource Development and the Libraries:

Human Resource Development (HRD) is the need of an hour for the libraries as they are considered as the heart of the academic education system. Libraries can become dynamic and knowledge hub in true sense only through the efforts and competencies of their human resource. Personnel policies can keep the morale and motivation of the people high, but these efforts are not enough to make the organization dynamic and to take in right directions. The knowledge, skills and abilities of the library staff must continuously need to be acquired, sharpened and used to make the organization dynamic and efficient. Therefore, it is very much essential that Libraries of our country must re-orient their personnel policies with Human Resource Development programme as the guiding philosophy.

3. The need of Human Resource Development in Libraries

❖ Enable professionals to acquire basic technical competencies at the lower level; Administrative competencies in the middle level; Management abilities at the top level.

- ❖ Create a climate of responsibilities among the professionals to their work.
- ❖ Develop the capabilities of library staff as an individual.
- ❖ Develop the competencies of each library professional in relation to their expected future role.
- ❖ Develop the cordial relationship between the library supportive staff and the library manager.
- ❖ Create the team spirit among library staff.

4. Manpower planning in libraries to have competent staff

The dictionary meaning of planning is the act or process of making something that is intended to do or achieve in advance. In other words, it means a decision which has taken in advance what is to be done. Manpower planning is nothing but the planning about the human resource to achieve the basic objectives of the organizations. It is a process for determining and assessing that the organization will have an adequate number of qualified persons available at proper times, performing jobs which would meet the needs of the organization and would also provide satisfaction for the individuals involved. It involves: -

- a) Estimation of present and future requirements and supply of human resources based on the objectives and long-term plans of the organization.

- b) Calculation of net human resource requirement based on present level of human resources;
- c) Initiating steps to change, mould and develop the existing human resource to meet the future human resource requirements;
- d) Planning the necessary programme to get rest of human resource from outside the organization and to develop the existing human resources.
- Thus manpower planning involves an analysis of the existing manpower, their skills and capabilities, as well as understanding of future requirement of the organization.
- It is a strategy for estimation, acquisition, utilization, improvement and preservation of good component of human capital.

4.1 The points that should be considered in manpower planning includes-

- The objectives and goals of the library and the performance to achieve these through implementation of services should be considered in the manpower planning;
- Besides the routine jobs the emphasis should also be given on changing circumstances, revised objectives and programme adjustment because libraries are constantly changing social organization. The social forces and new

technology are always influencing factors of the library.

- The staff structure should facilitate the understanding of the role of individual responsibilities.
- Each staff should be given opportunity to make useful contribution to the general functioning of the library.
- Motivation is of prime importance in a library because in the library it is the service which matters most.
- Adequate communication should be maintained among the staff member and the staff must be kept informed of facts affecting their work.
- The manpower planning also should give clear-cut guidelines about recruitment and selection, test, placement, induction and orientation, training and development, etc.

consider what will be regarded as core skills of librarians according to the need of their own local context within the planning horizon and to determine what additional skills needed for the professionals. But not even careful planning and good assessment of skills and training gaps might be able to predict and take into account since a number of external factors that might influence the plans over a period of 1-3 years. The external factors such as funding bodies, policy issues, technologies, e- resources, technological infrastructure, the users' needs and preferences might change much faster than the libraries are able to change their strategies for staff

development and set up new programmes for training and education.

5. Objectives of Human Resource

Planning:

- a) Proper assessment of the need of human resource in future.
- b) Anticipation of shortage or surplus and taking the corrective action.
- c) To create a highly talented personnel in the organization.
- d) To look after the weaker section.
- e) To manage the challenges in the organization due to modernization, restructuring and re-engineering.
- f) To facilitate the realization of the organization's objectives by providing right number and types of personnel.
- g) To lower the costs associated with personnel by proper planning.
- h) To determine the future skill requirement.
- i) To do career planning for individual employee.
- j) Providing a better view of Human resource dimensions to top management.
- k) Determining the training and development needs of the employees.

6. Methods to be used for Human Resource Development in the field of Library and Information Science

❖ The curriculum of Library and Information Science must be revised according to the need of an hour.

❖ Upgrading the skills of the working LIS professionals at all level to ensure the quality library services.

❖ Professional library staff should be accorded with full academic and management status.

❖ HRD training programme for in- service personnel should be organized on regular basis.

❖ LIS schools, professional associations and group should organize seminars, workshops, different types of training programmes for upgrading the knowledge and skills of the LIS professionals.

❖ A developmental plan and policy at the national level is essential for a planned growth of workforce.

The constant need for change is another pressure, which intensifies the need for human development. The role of the library in its changing culture seems to be an issue everywhere. Evidence of cultural change alters the missions and goals of the library, modify its priorities, and call for change within the library to meet the challenges and needs of the society. It is believed that libraries, like any other organization, can no longer afford to ignore the psychological, technical, technological, sociological, economic and political changes taking place, both in the external and internal environment of the organizations. Consequently, the work of the library and information professionals has become increasingly complex." Guy Sylvester in the article entitled "Of book, men and machines" has rightly said that "we librarians have no choice

accordingly but to adopt ourselves to a changing world, if we are to survive in this new era.”(Kaur & Singh, 2007,p.366). Therefore, it could be said that Human Resource Development interventions are must for the growth and survival of the Librarianship in this era of Information and Communication Technology which may be in the form of education, training, continuing education, continuous professional development and development of the personal competencies etc.

7. Conclusion

There is no doubt that capacity building of library staff is the need of an hour to keep in peace with time. As an organization library and information centres have to achieve their goal and also have to achieve the perceived value of their respective institutions. Libraries are service oriented institution and therefore they always have to take care of their users’ satisfaction. Now it is responsibility of the LIS professionals have to justify themselves and their services

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and have to establish their value to the parent organization. For this they have to develop their level of competencies and have to enhance their knowledge and skills to provide better service and also to satisfy their users. Good efforts have been made at policy making level to develop manpower in this direction.

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