Re-engineering of Library Resources

Dr Sunil K. Jadhav

Librarian,

NMD College, Gondia

Dr. Ramanik S. Lengure

Librarian

Renuka Colleg, Besa, Nagpur

➢ **Abstract:**

Due to changing needs of users, the libraries need to change their practices by adopting Re-engineering process which enables the libraries to establish new innovative methods and procedures. The Re-engineering process refers to staff, physical infrastructure and financial resources available. Considering this present environment, the papers discusses the need for Re-engineering in libraries, Re-engineering of human resource, financial resource and physical resource with reference to e-resources, e-products and innovative services. The emergence of electronic media and ICT applications in libraries enforce the libraries to restructure the present practices with reference to manpower, financial and physical resource.

➢ **Keywords**: Re-engineering, human resource, financial resource, physical resource.

➢ **Introduction:**

As the libraries are service organizations, their importance is measured in terms of quality of services they provide. In order to provide better services, they libraries have been undergoing a consistent and continuous change in their internal and external environments. Re-engineering is a phase of transition for libraries from traditional practices to modern practices. Therefore, the library practices today focus upon putting the end user in contact with the exact information needed, irrespective of barriers like geographical or non-availability of information. Due to issues like Internet and Internet revolution, web publishing, electronic publishing and many other information technology innovations, the activities and operations in the libraries undergo a drastic change. The significance of library services depends upon their efficiency, effectiveness and economy. To archive this, is it essential to adopt a process of re-engineering which refers to staff tasks, available physical facilities, infrastructure and available financial resources.

Considering the changing needs and variety of interests of the libraries users have to go with new ways of storing, organizing, analyzing and retrieving information from various resources. It enforces the libraries to adopt new innovative changes by the way of process of re-engineering.

 The engineering is delayed the library for the following reasons.

1.   To achieves overall dramatic improvements in the library as the demands of the users are ever changing.
2.   The outside forces, because of competitions among the libraries libraries.
3.   The re-designing in the traditional structures for achieving improved performance.
4.   To makes in house operation of the library more and more efficient and effective.

Due to the lack of benefits of the modern ICT applications, the libraries in India seems to be far behind as compared to those in the developed countries. The reason for this is Inadequacy Funds, Infrastructure, Man power training and management policies. The available resources are being used with uneven distribution which causes for wide disparity in making available information, access to it and use of it. In this context, Gaur states that should be a suitable management model for the modern ICT applications as,   "it is important to find out why Indian Libraries and Information centers have not been benefit to the extent expected by the computer Revolution in spite of huge investments, and with so much of hue and cry".

This may be because of the Indian Libraries may not have efforts in a proper directions or there may be the shortcomings in the planning itself. Therefore, there is a need for a suitable models and frameworks to understand and identify the specific problems in such situation.

The emergence of electronic information sources and online databases together facilies a high speed data communication through library consortia. Such consortia can certainly improve the situation of information availability and use of it. This may provide maximum economy and service efficiency; the re-engineering of the libraries may involve the restructuring of the entire processes based on consortia efforts for information acquisition, processing and dissemination. In the consortia model, the

centralized and cooperative operation in the library can be efficiency implemented as advocated by Dr.S.R. Ranganathan. Such system can ensure maximum benefit for countrywide access to information sources.

> **Need for Re-engineering:**

Now-a-days, libraries are becoming more and more complex and they require re-thinking, re-planning and re-organization. In order to meet the changing expectations of users and to be effective, efficient and meaningful, the libraries need to have competent manpower resources. The reasons for this present scenario are as under:

1. As library is a growing organism, it grows in terms of collection, staff, users and physical resources like equipments, furniture, technology, etc.
2. At present, there is an ever-growing change in the specialized needs of the users, their expectations regarding computerized services, the speed at which the information is being produced and circulated.
3. As stated by Ranganathan, the library, staff is the most vital resources which ultimately makes or mars a library.
4. The library staff must be competent and suited to the work, so that the objectives of the library can be achieved.

The information revolution along with technological revolution brings changes in the information environment. The users expect that the information must be available at their fingertips, electronic publishing make various changes in information technology. The factors like increase in the cost of publications, budget constraints, etc. force the libraries to devise their work by making radical changes in the library services and in housekeeping operations. There is tremendous/ unlimited information being produced in the world and as such, no library can be self-sufficient by procuring all published either printed or electronic materials. The libraries also need to go for re-engineering, because they have to change the traditional services.

In response to the need of users and parent organization, the library is supposed to collect information, organize it and provide it. This needs that the library has to always undergo the re-engineering process. In the present situation, the library has to work as the centre for providing digital library services and it has to function always as service organization. The re-engineering enables the library to be more cost effective, downsizing the staff with competency, generation of new services, continuous and consistent improvement in the library services and meeting the challenges of future. The fundamental purpose of re-engineering the library is to ensure the expected users services to the maximum extent.

The re-engineering may have its own impact based on the type of staff employed. The library management has to realize that the level of technology has grown so complex that unqualified/untrained staff may not come up with that. Therefore, the selected staff of the library should have knowledge of ICT applications in the library to cope up with dramatic changes in the organizational and work culture of the library. The human resources the most precious recourse in the library for producing the level of library services being expected by the users. The main function of re-engineering is to allow the staff of the library to exploit their skills and experiences for the benefits of library users.

> **Definition of Re-engineering:**

The Concept Re-engineering was first proposed in 1990 by Michal hammer and James Campy. Hammer and Campy define re-engineering as follows.

"Re-engineering properly is the fundamental rethinking and radical redesign of business process to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service and speed."

> **Definition of Library Resources:**

Library resources are those materials, both print and non-print, found in school libraries which support curricular and personal information needs. Print items include books, magazines, newspaper, and pamphlets, microfiche or microfilm.

> **List of Library Resources:**
Below is a list of resources we have available within the library.
1. **Databases:** Databases are indexes which enable you to search for articles within journals.
2. **Electronic Books:** An e-book, also known as an e-book, is a book publication that is available in digital format, containing text, images or both, readable on computers flat-panel display or other electronic device.
3. **Electronic Dictionaries and Encyclopedia:** An electronic dictionary contains lexographic information that is stored and accessed by a computer. Terminological databases are special-purpose dictionaries that are primarily used to distinguish domain-specific vocabulary and to select appropriate terms when translating technical document.
4. **Journals and e-journals:** Electronic journal is a periodical that is usually published in electronic form on the Internet. Electronic journal have many advantages over traditional printed journals: you can search the pages of content and or the entire text of journals to find articles on a particular topic.
5. **Official Publications:** An official publication is any document, printed in multiple copies or produced by any other reprographic method, issued by an organization that can be considered an official organization and is available to a a wider audience than that organization.
6. **Online Newspaper:** An online (or electronic news or electronic news publication) is an online of a printed magazine. Moving away from the printing process can also help reduce costs.

7. **Referencing Resources:** Reference sources are official works that help you find information about people, facts and ideas. These resources can help you find the data of an important event, a major achievement of an individual or an organization or a definition of a terms or concept.

➢ **Re-engineering of Human Resource :**

The HRM intends to provide opportunities to the employers to extract the maximum include selection, allocation, utilization and development of employees to achieve maximum productivity. HRM also should include a proper working relationship of employees.

The appointment of National Knowledge Commission (2005-2007) emphasized that the library professionals should possess necessary skills to create a new knowledge and disseminate knowledge as widely as possible. In the process of re-engineering, it is essential to train the staff to ensure accuracy and helpfulness to the users. It needs the appropriate staff with appropriate attitudes, so as to achieve effectiveness through proper HRM. For this purpose, the staff should be efficiently supported by all resources to meet user's needs.

The rapid technological changes and advances in the libraries require a more adaptive and sophisticated staff. It results in cultivating new staff, such as electronic resources librarians, information managers, system integrators and such staff should be trained and educated to implement the user-oriented application using innovating information technology. In the changing technological environment, the libraries are becoming increasingly digital. So, the librarians have to keep themselves well informed about new products and services based on creation, storage and distribution of information. The library professionals should develop skills and competencies in content management as well as ICT aspects like Internet protocols and control software, filtering tools etc.

The re-engineering in HRM refers to that all library services should be available immediately on demand anywhere in the world, for which there should be radical redesign of workflow processes, use of information system technology and networks. The staff of the library should be confident enough and they should be empowered to use advanced technology to do their jobs themselves. Such systems can achieve dramatic results for improvements in quality and productivity. At the time of recruitment and selection of employees, the libraries have to determine the levels of skills/ technical abilities, competencies and flexibility of employees on the basis of job analysis.

To handle the process of change in the library, there should be a proper emphasis on HRM. It includes that the libraries have to determine the reaction of the users and accordingly the library services should be re-engineered. For this purpose, the staff of the library should be provided appropriate training facilities to know about methods of information management in ICT environment.

For re-engineering of human resources, the following steps should be conducted

a)   Inform the library staff about the re-engineering process, its need and impact.
b)   Inform the library staff about their roles and responsibilities in re-engineering process.
c)   Organization of motivation/study tours for the library staff.
d)   Organization of in-service training programmes for library staff in the computer laboratory of college.

For the extensive use of libraries and to fulfill the objectives of the library, the library staffs are responsible. The technological changes need to have human resources possessing abilities, skills and knowledge to attain quality of work by using innovative information technology in the process of re-engineering. The subordinate staff in the library should possess the management skills for providing effective library services. These management skills are time management, independent decision making responsibility, motivation, problem solving, developing team spirit, job satisfaction and recognition of co-ordination, co-operation and human relation.

The aim of re-engineering of HRM is to enhance competencies and abilities of staff, sharpening their skills and to make them understand the importance of use of information for users. For re-engineering the human resources, there are various methods like organizing conferences, workshops, lecture programmes, internship, exchange of staff and job orientation courses. These attempts develop the skills of subordinate staff of library. In addition to these, the subordinate staffs have to acquire the new skills also like data analysis, data organization, packaging and repackaging of information and organization of value added library and information services. The subordinate staffs also should be aware of evaluation, identification services. The subordinate staffs also should be aware of evaluation, identification and selection. It means, the information provided should be suitable for the purpose of users. The subordinates staffs of the library should posses the basic knowledge of computers, file management, risk management, window operating system, key board, networking, scanning, e-journals, e-mail, voicemail and video conferencing, CD ROM, DVD ROM, for handling these to provide efficient and effective services to the users.

➢ **Re-engineering of Financial Resource :**

In the modern ICT environment in the libraries, there is a more stress on procurement of electronic and their organization. Therefore, from this point of view, the context of financial resource management undergoes he change. In such environment, it is essential to make a provision for more funds for purchasing and maintaining the hardware and software systems along with Internet connectivity. In this way, the conventional pattern of financial resource management for building, furniture, books, journal etc must be rethought. In the system like consortia, the activates like acquisition, processing and library services

can be centralized and thus, considerably the library funds can be saved for this purpose and substantial portion of library fund should be allocated for consortium. This work of re-engineering of financial resource management needs revision in planning of budget for library.

➢ **Re-engineering of Physical Recourses :**

In general, the present library buildings are old and not well required with ICT atmosphere, air centilation, lighting system etc. In such conditions, the users of the library are not happy with the current situation of the library. Therefore, the libraries need to make some ICT based internal changes which can make the total atmosphere healthy for library staff and the users of the library. These changes include the changes in stack rooms, offices, and work area etc. the changes should overcome the problems being faced by the library, specially the problems of space. As the library is a growing organism, it grows by its collections, users, staff, physical resources; library services etc, so there must be re-engineering in the building of the library.

To promote use of library, the new technology can be used which can be the part of library strategies. It includes-

1) Use of Internet as media.
2) To inform users what is new in the library.
3) By making library users block, the library has to provide to the users information about library activities such as: books on specific topics, list of books referred to by the professors etc.

In the digital environment, the library has to acquire more and more digital resources. The digital resources facility is cost saving and also saving of space. In the process of collection development, online book vendors provide many value added features like competitive prices, customer rating of the books, book review etc. these features can be useful to get maximum quality in the acquisition activity. The use of consortia for collection development enhances the depth and breadths of the library collection.

In the present environment, the libraries need to re-engineer their information products and services. It is possible for the library to covert traditional reference service in to digital reference service and also document delivery service. In this context, the users should be provided help in searching information from the databases and Internet. By using portals, the bibliographic service can be provided with links to the relevant, validate web resources on a particular topic. To strengthen library service, the libraries can develop their institutional repositories of their unique collections. These will facilities to organize information literacy programmes to develop skills of the users for making use of the library. The information products like bibliographies, guides to information sources etc. can be developed.

The libraries are supposed to develop multimedia centre's which will be used by the users for accessing the multimedia resources. The OPAC of the library can be converted in to web OPAC; so that the users can search the decentralized information resources without visiting physically the library where these resources are available. The librations have to play the role as information scientists/ managers/ navigators, consortia negotiators etc. This will help them to re-engineer the library facilities.

In the context of re-engineering of processing activity in the libraries, it would be ideal to centralize the processing of documents, i.e. classification and cataloguing. The participating libraries in this endeavor can download the data of classification and cataloguing. This type of activity facilities to unique approach for processing of documents. For this purpose. The globally accepted standards for classification and cataloguing should be accepted, so that recourse sharing and accessing data through networks can be possible at national and international level. While processing of document, the libraries also should take care of updating OPAC and Web-OPAC of the libraries regularly.

➢ **Conclusion:**

In order to meet the expectations of users effectively and efficiently, the libraries need to have competent manpower, a strong infrastructure and adequate essential physical resources. To achieve this, the libraries have to re-think, re-plan and re-organize the present scenario. For this purpose, the libraries need to undergo the re-engineering processes while managing human resource, financial resource and physical resource.

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