JOB ANALYSIS AND JOB CLASSIFICATION IN COLLEGE LIBRARY PERSONNEL ADMINISTRATION

Manoj S. Dongardive,

Librarian,
Arts, Commerce College, Mayani, Satara, Maharashtra, India

1. Introduction:

Very often University Librarians complain that except a few. average library employee possesses a common apathy for works. No doubt, it is a fact that quite a good number of library employees show an indifferent attitude towards their job. Now, before putting any blame on the employees, it will be reasonable to deeply analyse the reasons for this sorry state of affairs prevailing in most of the University libraries in India resulting in gradual deterioration in the library management. This requires an urgent solution as the employees are the backbone of any organisation without whose whole hearted co-operation no library can function to the full satisfaction of its employees and users. Even, the much talked about computer technology is bound to fail unless it is handled by fully competent as well as motivated library personnel. For any efficient personnel administration there must be motivation. Again motivation of personnel can be expected only where there is right placement of right personnel at right time. A slight mistake in this regard may lead to chaos and undesirable situation which is a common feature now-a-days in University Librarianship. Here lies the importance of job analysis and job classification. Proper job classification will not only help in personnel administration but also ultimately helps in development of human resources and maximisation of output by staff.

2. Definition:

Before defining job analysis, let us define a job. A job is defined as a "Collection or aggregation of tasks, duties and responsibilities which as a whole, is regarded as a regular assignment to individual employee" In other words, when the total work to be done is divided and grouped into packages, we call it a job. Generally, each job bears a definite title.

It may be noted that a position is a collection of task and responsibilities regularly assigned to one person while a job is a group of positions which involves essentially the same duties, responsibilities, skill and knowledge. Systematic classification of job and standardisation of all staff's work are two most essential requirements of the personnel

administration which may easily be solved if there be a logical and scientific job classification in the organisation. Accordingly to Flippo job analysis means the assessment of "What the employees are doing." From this specific details of what is being done and the skills utilised in doing so is obtained. It enables the Library Managers to understand the job and its utility. The Immediate products of job analysis are:

Job Description and Job Specification.

(a) Job description:

It is a written record of the duties, responsibilities and requirements of a particular job. It is concerned with the job itself as its title, location, duties, working conditions and hazards. In other words it tells us 'what is to be done, how it is to be done and 'why'. It is a standard of functioning that it defines the appropriate and authorized contents of a job.

(b) Job Specification:

It is a standard of minimum acceptable human qualities necessary to perform a job properly. It is a written record of the requirement sought in an individual worker for performance of a job. Careful analysis of the operations by workers in University Library reveals that duplication and overlapping occur frequently because of absence of job analysis in any way. By analysing the workload involved and the qualities necessary to carry on such activities es suitable Job description can be prepared. No doubt, the job classification is a complex phenomenon. Still, because of para- mount importance of this, the University Librarians, in advanced countries like Managers in productive organisations carry at this with the help of experts.The final use of job analysis is seen in designing a new job and plays a dominant role in creation of a new job. New job becomes necessary even in recession as the library is a growing organism and it is necessary to recruit new personnel keeping the growing demands of the library users in view.

3. Late Recognition:

Job classification in University libraries which was rare, are now being recognised as one of the important aspects of library administration. Basically, if attempts to define the duties to be performed, the lines of authority above and below the position, scope of responsibilities and the qualifications both professional and academic needed for successful performance. Kumar emphasized that job classification should ensure the professional work be entrusted to only professionally qualified personnel while other job should be allotted to only non-professionals.

4. Purpose of job classification:

A comprehensive job analysis programme is an essential ingredient of sound personnel management. Among different kinds of works in the library requiring different types of specialisation it is obvious for the library administrators to have proper job classification so as to increase the productivity (out put) in the library. It is also useful though not essential in maintaining a cordial employee-employer relation. The following are the direct benefits of job classification:

(i) Organisation and Manpower Planning:

It helps in organisational planning as it defines labour need in concrete terms and co-ordinates the activities of the work force, and clearly divides duties and responsibilities. suitable Job description can be prepared. No doubt, the job classification is a complex phenomenon. Still, because of para- mount Importance of this, the University Librarians, in advanced countries like Managers in productive organisations carry at this with the help of experts.

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(ii) Recruitment and Selection:

By indicating the specific requirement in each section of the University Library, it enables the Librarian to provide a rat long basis for recruiting, training, placement, transfer and promotion of personnel. Basically the goal is to match the job requirements with a worker's aptitude, abilities and interest.
(iii) Employee Training and Management Development:

Job analysis provides the necessary information to the management of training and development programmes. It helps the author ty to determine the content and subject matter of the training courses .Summing up it may be stated that job classification produces four kinds of documentation that are crucial in personnel adman

5. Methods of Job Classification:

Dr. Mittal has referred the following methods for classification of jobs:

1) Checklist Method: This is a conventional method of job evaluation and found in Government offices. Under this job structure is divided into four classes namely Class-1, Class-II, Class-III and Class-IV. Class-I are the highest while Class IV is the lowest grade in this method. This method is commonly known as Position Classification.

2) Grouping Method: In this method, job in an organisation are arranged in an order namely from the most complex to the simplest or vice-versa. Thus a man's status and salary are determined with reference to the service he is assigned after recruitment. It does not depend on the position he holds or the works he does.

3) Factor Comparison Method: This system pre-supposes that each job has some essential pre-requisites and conditions. The wage or salary of each job is fixed by taking these factors into account. The following factors however with minor changes, may be applied in all jobs of an organisation.

a) Mental requirements ie., whether a job consists of counting. calculation or more copying.

b) Physical requirements i.e., whether job implies heavy or light

physical labour/work. c) Skill i.e., capability to grasp and communicate.

d) Responsibility i.e., for physical plant, safety of persons employed in the organisation.

e) Working conditions i.e., climate and atmospheric conditions of the place of work having bearing upon the health of workers.

6. Advantage of job classification:

1. For determining the relative value of job and their remuneration rates, job evaluation, equips an employer in an objective way.

2. In view of (i) above employer-employee and employee-employee relation remain dispute free and thus a congenial atmosphere for smooth flow of work is ensured.

3. It also provides the administration with a workable conditions with corresponding right and obligations of both workers and the management.

7. Its limitation:

1. Job classification cannot be foolproof. Rating or judgement is bound to differ at the hands of different raters. Even the same person may have different ratings based on different circumstance at different times.

2. Competent valuators are not easily available.

3. Job evaluation is a complicated affair.

4. Each evaluation vary from organisation to organisation.

5. It may create watertight compartmentalization of the administration.

6. It is also responsible for the creation of class consciousness amongst the employees.

8. Job Classification in University Library:

University Library unlike a factory, is a service institute and non-profit making organisation. Variety of jobs are performed in a University Library for efficient organisation of reading materials both for preservation and dissemination of knowledge. Accordingly we may classify the jobs into professional, semi-professional and non-professional. This division however not

always true. In some Universities the category under semi-professional is not recognised while in some Universities steps are being taken to recognise them formally. Moreover, the nomenclature of position under each category, varies from University to University. Even, the recommendations of UGC from time to time is not followed by the Universities on various pretexts leading to an anomalous position. Generally the State University prefers to designate the post according to their local needs and resources while UGC's norms are generally followed by the Central University.

9. UGC categorised the library personnel as follows:

The UGC has categorised the library personnel as follows: Professional Senior (i) designated as Librarian Professional Senior (ii) designated as Dy. Librarian

Professional Junior designated as Assistance . Librarian Professional Assistant designated as Professional Assistance .

Besides, UGC has also stressed on the need of semi-professional Assistant (SPA) who are personnel having lower level of professional qualifications such as Certificate/Diploma in Library Science who assist the professionally qualified library personnel in their day-to-day library work. It has put the Librarian, Deputy Librarian, the Senior Documentation Officer, Reference Librarian, Chief Classifier and Chief Cataloguer in the category of 'Professional Senior' while maintenance librarian or circulation Librarian, Assistant Librarian, Professional Librarian in the category of Professional Junior and the senior library/Technical Assistant as professional assistant (PA), Junior Library Assistant (JLA) have been classified as semi-professionals. The remaining of the staff such as Clerks, Accountants, Peon, Drivers, Stenographers, Typist as non-professionals. It is to be remembered that Library administrators have no role in the personnel administration of these non-professionals as they are selected and recruited and also posted by the University administration without reference to Librarian of the University.

10. a) Staff inspection Unit Categorisation:-

Staff Inspection Unit (SIU) of the Ministry of Finance have an analysis of various jobs performed in a typical library (University or Public) have listed twenty items of works and classified them as professional and non-professional.

Professional

1. Classification of Publication

2. Cataloguing of books

3. Compilation of Documentation list bulletin

4. Preparation of detailed

Non-Professional

1. Routine operational for placing orders for the purchase of publications.

2. Passing of bills for books purchased for library.

3. Accessioning of books

4. Registration of members for the Library

5. Issue of 'No Demand' certificate

6. Loan services.

subject bibliographies

7. Issue of reminders.

8. Receipt & recording of periodicals

9. Circulation of periodicals

10. Shelving of books

11. Taking of books from shelves

12. Binding/Repairs of books

13. Passing of bills for book repairs

14. Physical verification i.e., stock verification

15. Pasting of slips/codes on documents

16. Packing/non-packing of parcels.

10. b) Criticism against SIU's Categorisation -

The above classification of library job has however evoked sharp reaction in the library circles. Library professionals have openly criticised the Government of India's classification of library jobs as it failed to analyse the jobs of libraries properly and ignored many library functions such as Reference service, Reprographic service, Conservation services etc. Besides, it has underestimated the service of Semi-professionals though they play a significant role in the dissemination of information.

11. University Libraries of North-East Region:-

There are seven university libraries in this part of the country.

These are:-

1. Gauhati University Library (Now known as K.K. Handique Library) founded in 1948.

2. Dibrugarh University Library founded in 1965.

3. Assam Agricultural University Library founded in 1969.

4. North-East Hill University Library founded in 1972.

5. Manipur University Library founded in 1981.

6. Arunachal Pradesh University Library founded in 1986.

7. Tripura University Library founded in 1987.

Of the seven Universities, there is only one Central University (NEHU) one is Agricultural University (AAU) and five are State Universities of general education. There are two Universities with more than one campuses. They are NEHU and AAU. The campuses of the Universities are having their good campus libraries controlled by the Central Libraries located at Shillong and Jorhat respectively. Besides, NEHU, AAU and the MU are at present having their departmental libraries managed by professionally qualified personnel.

The number of library personnel in these University Libraries varies from fifteen to seventy seven (As on March 1987). So also their job nomenclature. The number of library personnel varies from University to University depending on year of foundation and financial condition and the attitude of the University authority. However, unfortunately, there seems to be no suitable yardstick to measure the actual requirement of the library personnel for the University Library. This is due to absence of clear job analysis. This has resulted in many administrative problems jeopardising the library services though they are somehow functioning but on traditional pattern.

The table of the various types of designations found in the University libraries of N.E. Region, is shown at the end of the article.

From the above table, it is clear that most of the Universities have more or less uniform technical positions requiring professional qualifications in addition to basic academic qualification while there is a vast difference in regard to senior professional posts and junior professional posts. From administrative point of view the various categories of library personnel both skilled and unskilled should have been classified and designated as follows:

Sr. Officer:

It includes the Librarian, Chief Librarian, Deputy Librarian whom UGC has termed as Professional Senior. They are the administration of the library and mainly responsible for library administration. They are decision makers for day-to-day library management and executes the decisions through their junior officers and seniour professional staff. They are Class I Officer in the University set-up

Jr. Officer.

It includes the Assistance Librarian, Jr. Librarian, Documentation Officer. They are Class II Officer in the University set-up and subordinate to Senior Officer of the University Library whom they assist in running the library smoothly.

Sr. Professional Assistant:

They are senior professional worker works under supervision of senior or junior library officer. Because of their seniority in the profession they command a good hold over the library works especially in technical operations like classification, cataloguing. documentation, reference service. These posts are, generally filled by promoting the junior library professionals. It includes Sr. Classi- fier, Sr. Cataloguer, Documentalists, Sr. Library Assistant, Sr. Technical Asstt., Sr. professional Asstt. etc. UGC has categorised them as professional Assistant and ranked them below the Junior Library Officer or Assistant Librarian. Recently, UGC have also granted then rank of Assistant Librarian on basis of their seniority-cum-sui- stability.

Jr. Professional Assistant:

This category of library personnel is the lowest in the hierarchy of University library personnel and most of library personnel starts their career from this group. In other words this is the entry point of almost all library workers and rise in the ladder step by step. They possess a basic degree in Science, Arts or Commerce and also degree in Library Science. However, with the expansion of Library Science education more and more highly qualified personnel are also joining at this level of profession. Unfortunately, most of the University libraries do not properly analyse the jobs for which the personnels are to be selected and whether they possess required aptitude for the job or not. As a result in many cases it is found the junior professionals are giving casual attention to their jobs or seem to be least concerned. Besides, in absence of proper job classification for this group of library personnel, there are lot of instances where they are exploited and misplacement

take place. As for example, in GU Library, the Issue Counter is manned by an UDA in the morning shift while it is manned by a female JLA possessing M.Sc. and B. Lib. Sc. degree in the evening shift

Semi-professionals:

Besides the officers and professional workers with special professional qualifications in library science, there are a good number of library workers who though lack in formal degree in Librarianship discharge some important duty in dissemination of knowledge. This group of library personnel are very often ignored by the library administrators though a lot depends on their active involvement in the Knowledge Transfer process. Even though they are not professionally qualified, still by virtue of long experience in the line, they have acquired a great deal of library procedures which can not be underestimated. But in practice they are generally ignored by most of the University Librarians. This group of persons are generally termed as Semi-Professionals who are the righthand of the Professional workers. Regrettably, because of many rea- sons their services are not fully recognised and as such there is no uniform category for this group of workers.

In most cases they are grouped into 4th grade workers while some Universities of late are coming forward to recognise them as 3rd grade employee and has emphasized on their in service training. For instance the Book Arrangers in GU library have recently been recognised as 3rd grade employee (since Jan/89) prior to which they were in 4th grade. The Regional Conference of University Librarians of NE region held in NEHU, Shillong on November 1985 had emphasized the need for proper training of this category of professionals of University Library though the response to this call is found not to be very encouraging. This category of

semi-professionals include various posts and the designations vary from University to University. Some of these are:

Book Arranger, Counter Assistant/Attendant, Library Bearer, Xerox operator, Shelve, Shelving Assistant, Copyist, Darkroom Assistant, Shelve Maintainer etc.

4. Accountant

5. Peon

6. Cleaner

11. Book Arranger

12. Shelving Assistant

12. Conclusion:

From the above discussion, we may conclude that though a precise classification is vital for proper and smooth running of the University Library especially in matters of planning, recruitment, training, placement, promotion, transfer and other administrative purposes, yet most of the University Libraries in N.E. Region especially in Gauhati and Dibrugarh University it is totally neglected. As a result these Universities are running in a traditional way. Consequently, there is lack of sense of belongings in the minds of library workers and very often all of them are confusing in their jobs and the Library Managers are facing many problems in decision making. A glaring example is that due to lack of proper job description and job requirements pertaining to some vacant posts in Gauhati University Library, the University authority has not been able to fill up the same for last three or four years in spite of good number of suitable, qualified candidates are available for the posts.

The job analysis which is a part of Personnel Administration is applicable not only in industries but also equally in libraries. The Management Science being an interdisciplinary subject per exce- lence, it has much relevance to the field of library science. The application of management techniques to library science is still at its infancy. But it is already reaching a breakthrough stage. Distinguished Library Scientist and celebrated University Librarian of JNU rightly observed -- "As Library Administration was conceived in the womb of Public Administration, so was Library Management still a toddler, to see the light to the day through the controve- rsy of Management Science." Ranganathan could foresee the possibility of application of Management Techniques in libraries and its importance. It is said that Public Administration being the mother discipline, Ranganathan drew his inspiration from it in drawing up his Library Administration. But the generation after

10. Xerox Operator

Ranganathan has not given due emphasis to this aspect. To put the things right we like to suggest the following:

1. The Senior Library Officers should be encouraged to undergo specialised training in Management Techniques by deputing them to short term courses conducted by the Universities from time to time. Here it may be recalled that such courses were conducted by the Institute of Public Enterprises located in Osmania University. The course entitled Management Training For Librarians and Administrators of Information Centres was of two months duration (Herald of Lib. Sc. V29(3-4) Jul-Oct/90).

2. The Library Schools of this region should incorporate Mana- gement Techniques in their syllabi of studies both at BLIS and MLIS Level.

3. The UGC should insist the Academic Staff Colleges on holding of such Management Training courses for College and University Librarians. Similar courses are available in the Graduate School of LIS, University of California, Los Angeles which provides speciali- sed Management Instruction for the selected Senior Library Mana- gers.

4. Special emphasis should be given in selecting the Senior Grade Library Officers in regard to their knowledge of Management Techniques especially Personnel Management in addition to their other necessary qualification.

To conclude let me quote Carl M. White who said "The findings of a physicist have universal application, but this of course is not always true in social sciences including library science."

Further Readings:

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