

LIBRARY ADMINISTRATION

By the same author

LIBRARIANSHIP

LIBRARY ORGANISATION

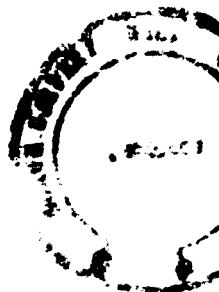
A STUDY OF LAL BAHADUR SHASTRI

Library Administration

BY

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Second Revised Edition

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To my daughter Kanwaljit

***“The Fate of Books Depends Upon the Capacity
of the Reader”***

Terentianus Maurus

FOREWORD

The times we are living in are tumultuous. Scientific research is racing with the speed of lightening, nay, even far surpassing it. And every fraction of the moment that we breathe and live, the bounds of knowledge are being widened and extended. Nature which had remained unyielding for centuries, seems now to have put on a more pliable appearance, become very obliging and has started yielding up her mysteries to man's unconquerable mind. With the advent of the space age, the world has shrunk to such an extent that the diverse races of mankind have almost started colliding with each other.

The impact of all this phenomenon on the wonderful world of books and libraries has been profound and far reaching. Millions of books dealing with the countless proliferations of knowledge are pouring out of the presses of the world. The number of readers has been shooting up like a meteor as a result of the population explosion. Simultaneously the cost of books is spiralling high. The modern library and its presiding deity, viz., the Librarian, have therefore been compelled to establish conquest over this triumvirate so that they can act as effective catalytic agents between the books on the one hand and the increasing number of readers on the other, bringing about a union of the right book at the right time with the right reader. The organization and administration of a modern library which are based on the Five Laws of Library Science, have suffered severe strain. Book selection and acquisition, cataloguing and classification, maintenance and circulation, in fact, the whole gamut of library operations from the time a book is published till it reaches the hands of the readers have become complex and intricate. In order to justify his existence the modern librarian has to bend all his skill and

ingenuity in cutting the distance in terms of time, space and money between the books in his Library and the readers who come to seek his hospitality and help.

The administration of a modern library has therefore become a very complicated affair. The modern librarian is no longer the erstwhile scholar librarian. He is an administrator-cum-technician, a person deeply interested in books and learning and the users of books. There are excellent foreign text-books and treatises on library administration. But to the young Indian standing on the threshold of librarianship, wanting to understand, grasp and master the art and science of management of modern libraries and books, very few text-books oriented from the Indian viewpoint are available. Shri B.S. Gujrati's present undertaking bridges up this gap to a substantial extent.

Library administration is a thing about which you cannot write without soaking yourself into the daily chores that are done in a library. The author of this compendium is singularly qualified for writing it. He has seen over three decades of dedicated service in libraries in that land of five rivers, viz., the Punjab. He has been an excellent library administrator and a good teacher of library science at the Punjab University. For, behold the Punjab State Central Library of Chandigarh, over which he presides with such distinction and which stands as a living testimony of his administrative abilities and technical skills. Visitors to his Library are evidently impressed by both the creator and his creation here. His sense of dedication, his love of books and learning, his keen desire to be of assistance to the users of books—all these are worthy of emulation not only by the junior members of the profession but even by some of the senior members.

The very fact that the book, to which this salutation of affection is being penned, is being revised, enlarged and republished, proves that its first edition has been accorded the welcome it deserved by all concerned. I heartily

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commend it to those about to enter the profession, to practising librarians, to teachers of library administration and to people connected with the management of libraries. And I want them to study it, criticize it and suggest improved and better methods of library operations. It is only this way that we can show our gratitude to the author and the publisher. Mere blind adherence to the *modus operandi* suggested in the body of the book is not what is expected of its users.

Administrative ability, technical skill, deep scholarship, none of these qualities are an end in themselves. The aim of all these should be the elimination of the barriers between the books and the readers. May this volume make the implementation of this aim possible by an increasingly large number of budding Librarians.

DHARWAR
July 31, 1965

K. S. DESHPANDE
Librarian,
Karnatak University Library.

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INTRODUCTION

The first edition of Library Administration appeared in 1961. The second edition has originated as a result of demands from young assistants working in all types of libraries.

The book has been attempted with the object of focussing attention of library workers on administrative problems in libraries and for the use of all those who wish to have a grounding in the fundamentals of library service. It is rather a guide book designed to be put into the hands of beginners, in whatever type of library they are working. The main features in the practice of librarianship, in fact, are not subject to great change, but many details are under a constant process of development. Keeping in view, a summarization, therefore, of the techniques will also be useful to the students of library science as it gives them a simple and logical introduction to different aspects of library administration.

The book is intended to indicate the philosophy of librarianship, its aims and objects and relation of library organisation with library administration. The functions of a librarian vis-a-vis a committee are also examined. An attempt has been made to discuss library rules, administrative work in the various departments of different types of libraries, library Technical service and library record. Chapters on library Statistics, library Report and library Budget have also been dealt with. The chapter on preservation of library material contains suggestions for protecting a rich treasure from the deprivations of destructive insects. Chapters on stock verification, the main charging systems, stack room and shelving have also been included. In this new edition I have also added some more chapters in the book. At the end a list of "Suggested further Reading" has been added. The main stress however, is on the understanding of basic principles of library administration. I hope the volume will be useful to young assistants and students

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of library science receiving professional training in various Indian Universities and Library Schools.

A book of this type could never have been attempted without references to standard works on the subject. At the end of each chapter, I have mentioned the various sources from which I have drawn the material. I am grateful to all the writers and publishers and thankfully acknowledge their valuable references and citations, especially to Mr. Harry C. Bauer, Director of Libraries, University of Washington for giving permission to reproduce the article "Circulation service and Public Relations".

B.S. Gujrati

Chandigarh,
March, 31, 1966

CHAPTER I

PHILOSOPHY OF LIBRARIANSHIP

DEFINITION AND OBJECTIVE

Reading is an essential skill that man in modern society must master so as to get the most of society and to give his best to it. Without this skill man moves in society like an ant clipped of its antennae, eking out his days in ineffectual and limited experience. Reading provides a meeting of minds and hence widening of experience and thrusting back of horizons. While there is no guarantee that a literate man is better citizen, there is equally no doubt that intelligence released by literacy makes it easier for any man to rise above self-centredness and parochial approach to life.

A good society will, therefore, provide for its members opportunities for acquiring more and more mastery of reading skills—*i.e.* literacy, an extensive and varied literature of quality matching the various levels of reading skills, and opportunities for acquainting literates with this literature. Libraries constitute the most important of the latter type of opportunities.

Philosophy of Librarianship

It means study of the theory or principles of librarianship. The philosophy cannot be taken over ready-made from any person by the librarian who has not contributed to its making. The librarian should himself become a philosopher and find his own philosophy. It has practical aspect and has its fullest meaning when it operates to guide the action of the individual librarian or the group of librarians who are working together in a single institution. The principle of librarianship is therefore a phrase that covers the whole field of librarianship itself. Such a study must include (i) definition of librarianship (ii) its aims and objects and its relation with branches of knowledge.

According to J. Periam Danton "Librarianship is that branch of learning which has to do with the recognition, collection, organisation, preservation and utilisation of Graphic and Printed Records." It is real social work demanding the utmost in service and devotion from its members.

Aims and Objects

To do this for a life time and to do it successfully the librarian must have life long conviction that libraries are good for people and that he is good for libraries. Books are the most elementary and necessary agents of civilisation and making them accessible, is the most fascinating job in the world. The library service exists for the sake of the world of ideas and for the freedom of man to move about in the world. It is therefore not advisable to keep the literature away from the readers. The library authorities should carefully plan the location of the library, its working hours, equipment and furniture, strength of staff, rules and regulations and should provide sufficient library finances.

There should be a wide scope of its use to all in the community irrespective of age, sex and race and political connections. Books of varying standards and aspects should be acquired.

All the books should be used effectively and intensively. Systematic planning, sound catalogues and Reference service should be organised. Time saving mechanism and arrangements should be introduced so that the reader be able to get the book without any loss of time. A harmonious combination of books, readers and staff is necessary and the librarian should foresee present and future needs of his institution. He should see that a library centre served by him always has all-round collection. He should constantly examine and study performance of his practical job from the most highly specialised to the most-routine-in the light of that philosophy and its principles. It is therefore more important that students of librarianship should learn not only the symbols of their craft but its substance in terms of knowledge and the principles according to which this knowledge is applied and transmitted. The principles of its services are therefore simple, but quite important, freedom for

all, availability, voluntary and self-directed use, knowledge for all, no limitations according to race, colour, religion or national origin, no special privilege for class, or group or level. As an institution of education the library should be used of its meeting rooms for socially useful and cultural activities and discussion of current public questions. Such meeting places should be available on equal terms to all groups in the community regardless of beliefs and affiliations of their members.

Relation to other Objects

Librarianship is closely related to other subjects. Its business is to supply literature in all fields of human knowledge. Each subject department is concerned with the relations between librarianship and its own subject. Research has to take him to consult original sources. For example, the historian is keenly interested in the preservation of both medieval and contemporary archives and the task of a librarian is also preservation. Archive administration is a department of librarianship and separation will not give any benefit to either of them.

Librarianship is also closely related with science. A scientist derives much of his material not from books, but from periodicals and abstracts. The current information is systematically recorded, indexed and filed. The requirements of scientist are highly specialised and the librarianship must come within the fold to play its part.

Its relation with Social Sciences cannot be overlooked. Librarianship is commonly regarded as a social service. The methods of social services are applied to the field of librarianship. Many libraries are managed by public authorities and the relationship of the library to the local or Central Government must be studied. Similarly librarianship and education are sister services of equal status and each is necessary to the other.

Its relation to literature is somewhat difficult to define. Librarianship has a responsibility to literature for the maintenance of a due standard of taste. It also encourages creative work. But literature and librarianship deal in the main with books and the librarian must be genuine student of literature. It may be clearly noted that the librarian must approach litera-

ture from a special angle. He must have a critical evaluation of the books with which he is dealing. He must be capable of making literary judgement of the value of his books.

Its relation with psychology and to ethics also require some reference. Psychology is applied every now and then to certain aspects of librarianship while approaching the readers and making appointments of library staff. Ethics is related to librarianship in solving problems of book selection—selection of the good and rejection of the bad.

To be brief, "philosophy of librarianship is the study of the principles of this branch of knowledge and includes a study of definition of librarianship, its aims and objects and finally its relation with other branches of knowledge".

Supplementary Readings

1. Broadfield, A., *A Philosophy of Librarianship*. London, Grafton, 1949, 120 p.
2. Fay, L. E. & Eaton. *Instruction in the Use of Books and Libraries*. F. W. Faxon, Boston, Mass.
3. Gardner, F. M. *Letters to a Younger Librarian*. Clarke, 1951, 178 p.
4. Harrison, K. C. *First Steps in Librarianship*. London, Grafton, 1964. 248 p.
5. Ranganathan, S.R. *The Five Laws of Library Science*. Madras Library Association, Madras, Edward Goldston, London.
6. Savage, E.A. *A Librarian Looks at Readers*. L.A., 1950. 266 p.

a sub-committee or the investing of a committee with authority to act on behalf of the council of the local authority.

or

the conferring of specified authority by a higher official so that the person to whom the authority has been delegated becomes responsible to his superior for carrying out the job, although this does not mean that the superior is not responsible for getting the job done.

When powers and duties under the Acts are delegated to a library committee, the committee exercises these powers and duties on behalf of the council and acts without prior references to it.

The degree of delegation of powers differs widely, *i.e.*, a Recommending Committee is without actually delegated powers; if it has powers delegated to it, then it is executive; and if action is to be reported in the next meeting, it is called a Reporting Committee. Whatever the degree of delegation, it must be borne in mind that the Council will still retain control of affairs of other Committees through Finance and Establishment Committees, which ultimately control expenditure and staff in all departments. The advantages of delegating powers are :

1. Business can be transacted without any delay and on the spot which otherwise would have to be deferred for considerable length of time.
2. Business can be carried out by the Committee in a most qualified manner as the members are competent, efficient and because the local authority consists of heterogeneous elements.
3. Delegation of powers will create a sense of confidence in the local population as well as responsibility because they will feel that it is their own local citizens who manage the library.

The disadvantages are :

1. The local Council can become suspicious of the activities and spending of money by library committee and wish to create unnecessary and irksome controls.
2. Executive Committees carry on their work out of public view and attention and valuable press publicity

is lost because of its small nature. Publicity is an important factor because people want to know what beneficial service the local authority is aiming at.

3. When these Committees are delegated with the executive powers, the local council have no voice in the affairs of library policy.

Relative function of the Librarian and the Committee

The librarian, subject to the control of the committee, shall have full charge of the Central and branch libraries. He shall take reasonable care of all the books, manuscripts and other properties belonging to the Committee and in his charge.

“He shall advise the Committee as to the provision of further library facilities in the area. He shall also report to the Committee as to any repairs, alterations or improvements required on the fabric of the buildings under his charge. He shall have the sole charge, direction and control of the staff committee and subject to the approval or instructions of the Committee, he shall have power to appoint, suspend and dismiss persons. He shall also recommend to the Committee from time to time the remuneration or conditions of service of the staff. He shall be drawing and disbursing officer and will be responsible for examining, checking and certifying all accounts for works, furnishings and other disbursements of the Committee. He shall be the whole time servant of the Committee and will not do any other work except with its permission.”

“Apart from this, the librarian should conduct himself as the servant of the Committee. The Librarian as adviser should never lose sight of the librarian as servant. He will arrange library meetings with the approval of the Chairman and will prepare agenda for the meetings. He will be required to answer any enquiry referred to him on any library matter. He should feel or appear easy and confident on top of his job, but not on the top of his Committee. If he looks worried under multitude of cares, Committee men will soon feel that they have a nervous skipper on the bridge, while he is young, they may excuse him

Note. The phrase “Librarian” covers all his technical duties.

believing that latter will gain more control over himself but after a time, may order him to do things which are technically undesirable." He should have cordial relations with the members of the Committee and should deal with them tactfully. The librarian truly confident of his ability will never complain of too much work, nor he will allow the Committee to think that he is overwhelmed. The librarian will carry out the policies as established by the Committee. The librarian with the Committee, will, among other things interpret the library to the Community and explain its policies and budgetary needs through vital public relations and adequate policy. He will make clear and definite reports in progress and how the policies as defined by the Committee are being implemented*

As one of its functions, the Committee will thoroughly estimate the work of its librarian, learn his strength and weaknesses and try to supplement minor weaknesses so as to retain major strengths. The Committee should be concerned with the policy rather than administration. The librarian alone is responsible for the administration. It should decide what shall be done, rather than how it is done. The Committee has, therefore, to act as a liaison between the library and the public. Secondly, the Committee shall act either as brake or accelerator. The Committee's functions may be mentioned as under :

1. General supervision of the buildings, staff and working of the library.
2. Compilation and revision of public rules and regulations.
3. Meetings at regular fixed dates.
4. Checking of all the accounts.
5. Sub-Committee may be appointed from among members of the Committee to cover some definite departmental work.
6. Sometimes their business relates to new work-re-organisation or setting-up of a new service. Matters of this kind are usually the subject of special report.

*. Savage, E.A. *The Librarian and his Committee*. London, Grafton, 1942.

7. Towards the end of the year, the Committee prepares the estimates or budget of proposed expenditure for the next financial year. There may be special variations in procedure in different places but in main the functions of the librarian and the Committee are as stated above.

Specimen of Agenda

Generally Library Committees meet once a month. There is no hard and fast rule in this connection. Frequency of meetings depends upon the volume of business to be transacted.

Firstly, newly-formed committee appoints its Chairman as its annual meeting. The Chairman may be elected by majority or by unanimous vote. The Chairman presides at all meetings of the Library Committee. A Vice-Chairman is also appointed who presides in the absence of the Chairman.

A fairly common form of agenda for a Library Committee may assume something like the following :

1. Minutes of the previous meeting.
2. Reports of the Finance Sub-Committee.
3. Report of the Book Sub-Committee—Selection of Books.
4. Librarian's monthly report—New readers, gifts and donations, problems of staff.
5. Special matters, separately set out, as occasion requires.
6. List of sundry requirements.
7. Miscellaneous.

In Universities

A Faculty Committee or Board on the Library is found in most Universities. This is intended to serve in an advisory, rather than in an administrative capacity. In cooperation with the Librarian, it concerns itself with :

1. Formulating a library policy in relation to the development of resources for instruction and research.
2. Advising in the allocation of book-fund to the library and various departments.

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3. Advising on the policy of reproducing unique materials.
4. Collaborating on decisions regarding allocation of library space needed by departments of instructions, and
5. Developing a general programme of library service for all the interests of University. The Committee helps the librarian concerning the library needs of the instructional and research staffs. The library committee assists the librarian in interpreting the library to the University.

It can be useful in supporting proposals for increased book Funds and for the extension of library services.

Supplementary Readings

1. Corbett, E.V. *The Public Libraries Committee*, London A.A.L., 1953.
2. Gardner, F.M. *Letters to Younger Librarian*, London, Clarke, 1951.
3. Hall, A.G. *The Library Trustee*, Chicago, A.L.A. 1937.
4. Ranganathan, S. R. *Library Legislation*. Madras, Library Association, 1953.
5. Savage, E.A. *The Librarian and His Committee*. London, Grafton 1942.
6. Sayers, W.C.B. *The Library Committee*, 3rd ed. London, A.L.A. 1948.

CHAPTER IV

LIBRARY RULES

The Librarian is responsible to his authority for the maintenance of his system and for the orderly conduct of its affairs. He should, therefore, be familiar with the provision of library rules and regulations which govern the management of conduct.

Purpose of making Rules

1. The library rules empower the most efficient use of the library and its contents, prevent its abuse and help to protect buildings, books and furniture.

It is necessary to change the library rules and regulations so as to embody in them a spirit of cordiality, helpfulness and guides. The rules should impress on the public that the library is meant for the free use of community and exists to their advantage.

The details of the rules vary according to the nature of the library. Variations may be expected particularly in regard to :

1. Hours of opening.
2. Admission to the library.
3. Privileges of borrowing.

Library rules should cover the following aspects :

1. Free access to its contents to all men and women regardless of race, creed or political persuasion.
2. Working days and hours.
3. Membership.
4. Loan privileges.
5. Condition of Loan.

6. Issue system.
7. Admission to the library.
8. Rules regarding cards and tickets.
9. Clearance certificate.
10. Use of special departments like Music Section or Hall.
11. Change of address.
12. Overdue charges for the infringement of regulations.
13. The system of arrangements of books and the forms of catalogues and method of using them.
14. Use of Reference and Information sections.

Difference between Bye-Laws and Rules and Regulations

Bye-law is defined as "a law dealing with matter of local or internal regulations made up of local authority—for the regulation of their dealing, with the public." (Oxford Eng. Dict.)

Regulation is defined as "A rule prescribed for the management of some matter, or for the regulating of conduct."

Rule is defined as "A regulation adopted by a corporated body."

Rules and Regulations is a term used as a collective noun to mean a specific thing. The difference between Bye-laws and Regulations is that Bye-laws must have the approval of appropriate government department before being put into force and breach of it is accompanied by a money penalty, which can be enforced in a court of law. Bye-laws may be made for regulating use of buildings, protection against injury or misuse etc. A regulation is a local matter between the authority and the public and the authority may take a case to the court arising from infringement of a regulation. It is not enforceable in the court of law except if infringement implies a breach of contract or is an offence against common or statute law. The making of regulations for the government and control of non-public libraries is entirely a matter for the governing body i.e. use of several departments of the library service, hours of opening, care of books, fine etc. The difference is that rules and regulations are not enforceable as law, unless the offence happens to be covered by common law or

the bye-laws which themselves are enforceable as law. The library authority or its Committee has power to make regulations bye-law in England and Wales and Ireland. In England and Wales the Libraries Offence Act, 1898 makes certain offences in public libraries punishable by law. Malicious Act of 1861 covers wilful damage to the contents of the library, Public Health Acts of 1936 restrict the use of the library in the case of persons suffering from or in contact with infectious diseases.

In Scotland these matters are covered by the bye-laws. All matters named in the 1898 and 1901 English Acts, and for Scotland in clause 22 of the 1887 Act may be the subject of bye-laws. In England bye-laws must be submitted to and confirmed by the Ministry of Education and certain other formalities must be carried out.

Specimen of Library Rules of a Public Library in the Punjab State, are as under :

**CENTRAL STATE LIBRARY, CHANDIGARH
LIBRARY RULES**

I. Hours for Opening

The hours when the Central State Library will open to the public shall be fixed by the Library Committee from time to time.

II. Membership

Any person living within the area of the library (for the time being Chandigarh City) can draw books from the library for use at home, as soon as, he/she has presented to the library incharge, application from properly filled up and signed.

(The application form containing a declaration of intention to obey the rules of the library and to pay any fines which may be incurred through their infringement.)

Persons entitled to membership are required to get their application forms recommended as mentioned below :

(i) School, College and University students from the

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Headmaster, Principal and Head of the Departments, respectively.

- (ii) Permanent Government Servants and University employees from the Head of their office.
- (iii) Bonafide residents of the city from a person holding some responsible office.

Security

For the following classes of persons a written guarantee will be obtained or cash security will be charged as may be decided by the library committee from time to time. The guarantor will be responsible for any loss or damage on behalf of the member.

- (i) Any member of the Punjab State Assembly resident in Chandigarh.
- (ii) Any member of Parliament, representing the State of Punjab, resident in Chandigarh.
- (iii) Fellows, Honorary Fellows of University, resident in Chandigarh.
- (iv) Permanent Government servants of the Central and State Governments and University employees.
 - 1. Any person entitled to membership, or otherwise as a special case may consult books in the library with the permission of the librarian.
 - 2. A card known as the membership card shall be maintained for each of the persons entitled to draw books from the library under Rule II. Such cards shall be strictly non-transferable.
 - 3. Members are responsible for the safe custody of their membership cards. The duplicate card will be issued on payment of 50 Paise only. Members will be held responsible for any loss that the library may have to undergo due to the misuse of their lost cards.
 - 4. The card of a reader will be valid for twelve months and can be renewed by filling up a fresh form of enrolment.

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5. A week's notice will be given before a deposit is withdrawn.
6. No deposit shall be repaid until all the books outstanding against the member and his membership card have been duly returned and all the dues from him are paid.
7. Not more than two books will be issued.
8. The counter for the issue of books shall be closed 15 minutes before the closing time of the Lending Department.
9. Each member must make his own arrangement for the conveyance of books to and from the Library.
10. Before leaving the counter the member shall satisfy himself as to whether the book lent to him is in a sound condition and, if not, shall immediately bring the matter to the notice of the Librarian or his Deputy Incharge of the Library in his absence otherwise, he is liable to be held responsible for the replacement of the book.
11. In case a book is damaged or lost, the member shall replace the book or may pay the cost of its replacement to the library.
12. Periodical Publications, Dictionaries, rare and out-of-print books shall not be lent out.
13. All books on loan shall be returned within 14 days of the issue (excluding the date of issue) or by the due date stamped on the book.
14. (a) If a book is not returned to the Library when due, an overdue charge of six Paise per volume per day shall be levied during the first week of the overdue period and twelve Paise per day per volume in the subsequent period.
(b) Overdue charges for children below the age of fifteen shall be levied at the rate of two Paise per volume per day during the first of the overdue period and three Paise per volume per day in subsequent period.

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15. Books on loan can be recalled and the loan terminated at any time by order of the Librarian.
16. Loan may be renewed at the discretion of the Librarian for a further period ; provided :—
 - (i) the request for the renewal of the loan reaches the librarian before the date of expiry of the loan;
 - (ii) No other reader has applied for the book in the meantime.
17. A member against whom any overdue or other charge is outstanding shall not be allowed to borrow books or withdraw his deposit until he has paid the amount due.
18. A person, not of sound mind, or found undesirable, shall not be admitted into the Library.
19. Sticks, umbrellas, boxes and such other articles which are prohibited by the Counter Assistant shall be left at the entrance.
20. The librarian shall not, however, be responsible for any loss or damage done or replacement made to the articles deposited at the lockers.
21. Dogs shall not be admitted.
22. Silence shall be observed in the library.
23. Spitting and smoking in the library are strictly prohibited.
24. Sleeping in the library is strictly prohibited.
25. Readers shall be responsible for any damage done to the books or other property belonging to the library and shall be required to replace such books or other Property damaged or to pay the value thereof. If one book of a set is damaged the person responsible shall be liable to replace the whole set or pay the value thereof.
26. Before leaving the library, readers shall return to the Counter Assistant any books, manuscripts or maps, specially requisitioned for consultation.
27. The librarian subject to the Rules framed by the Committee may grant special loan of books and

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other special material on such conditions as may be prescribed.

28. Any infringement of the Rules will render the privilege of admission to and of borrowing books from the Library liable to forfeiture.

Supplementary Readings

1. Brown J.D. *Manual of Library Economy*. 7th ed. revised by R.N. Lock. 1961 Andre Deutsch.
2. Carnell, E.J. *Library Administration*. Grafton, 1947. 166 p.
3. Corbett, E.V. *An Introduction to Librarianship*, 3rd ed. 1963. Clarke. 398 p.
4. Gray, D. *Fundamentals of Librarianship*. Allen & U. 1949. 190 p.
5. Viswanathan, C.G. *Public Library Operations and Services*. Bombay, Asia. 1961.

CHAPTER V

ADMINISTRATIVE WORK IN THE VARIOUS DEPARTMENTS OF LIBRARIES

There may be no separate departments in a small library but large libraries cannot function in one room and therefore departmentalisation is essential. For example, in a Public Library system, there are five main departments, viz. Circulation, Reference, Processing, Children and Newspaper. With the increase in local population and membership of the library, the services of each section become specialised. Later on the lending Library spreads over to its branches as the Central one is unable to cope with the work and this also leads to departmentalisation and division of work.

The following are some of the departments of a big library system;

ACQUISITION DEPARTMENT

(a) *Book Selection* : In some libraries the chief officer has been delegated powers to make purchases either limited or unlimited. In others, the proposed purchases must be approved by the Library Committee, a workable procedure for small libraries, but impossible for large systems. Selection of purchases should always be in the hands of the Chief Librarian who refers without delay, doubtful cases to his Committee for decisions, particularly when rare and costly items are in question.

A librarian should maintain a file of slips or cards of recommended books, with detailed information about them. Every care should be taken to avoid unnecessary duplication and to replace important books rejected from stock on grounds of physical deterioration. The following rules will be helpful

in a broad selection for libraries :

1. Select those books which will help towards development of life.
2. Select those books which will be useful to readers.
3. Select those books which will be useful to individual and group in the community, keeping in view their natural interest.
4. The selection should, as far as possible, cover every trade, religion, political doctrine, interest and customs found in the community.
5. The books selected should be of permanent value regardless of whether or not they will be much used.

The librarian should consider the following points also in relation to particular books before final selection :

1. To what extent the book reflects the personality of the author,
2. Does the book contain in any degree creative power or originality of conception. Is its treatment of subject too scholarly, abstract or popular ?
3. He should see the date of publication also. It is of no use to purchase out of date books particularly in the case of books on Science and Technology. In very rare cases, the age of books extends its additional value and is a precious addition as curio or an exhibit.
4. The general make-up of the book should also be considered. Whether the types used in the book are clear, legible and bright, and the quality, tone and the paper used is good and lastly the book is furnished with index, maps, plates and a bibliography.

(b) *Book Order Department* : When books have been selected for purchase, it is usual to write particulars of them on stock cards, which are often ruled to given spaces for author's name, title, date of publication, publishers, edition, number of volumes, date of selection and of purchase, whether to be bought new or secondhand and from whom, the published price and the actual price paid by the library. Sometimes spaces are also included to show date of rebinding and of withdrawal. Care should be taken that likely sources of selection

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are examined, inadvertent duplication is avoided and purchases are made in the most advantageous market. (Specimen of the order form is given below).

METHODS OF PURCHASE

At present the situation in Great Britain is controlled by the Net Books Agreement, the instrument whereby publishers and booksellers prevent price cutting in the new book and the Trade Agreement of 1929 (revised 1933) between the Library Association, the Publishers' Association and the Associated Booksellers of Great Britain and Ireland, whereby libraries licensed for this purpose are recognised by the Book Agents entitled to a Commission.

In India the tenders are invited from Booksellers for the purchase of books and the lowest rates are accepted. But care must be taken while demanding too much discount, otherwise the booksellers would supply only cheaper books on which they get more discount and the library thus, would be deprived of best books. Moreover, if more discount is demanded there will be irregular and delayed supplies of books which is harmful for the library. A bookseller must get his due share of profit.

Unless order work is carried out both thoroughly and intelligently, the result will be either waste or confusion due to lack of system. Order work demands a knowledge of sources, markets, and the routine processes involved in acquiring stock. When the books are received, they are checked against invoices and orders and invoices are passed on for payment to the paying authority (Accountant, Treasurer).

SPECIMEN OF ORDER FORM

Gentlemen,

Please supply a copy of the following book mentioned in the enclosed list on the terms mentioned in your letter No. of... . The additional terms of supply are as follows:—

1. Only the latest edition is to be supplied unless stated otherwise against the item.
2. Only one copy of each book is to be supplied except

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where more than one copy has been specially mentioned against the item.

3. The bill may be sent in duplicate in typed form, the names of the author and title in brief, net published prices in original currency (Dollars for books published in U.S.A. and Shillings etc. for books published in Great Britain) as well as Indian Currency must be mentioned. While checking the bills, if we find any discrepancies in net prices, we should have the right to reconcile them.
4. At the end of invoice you are required to issue a certificate to the effect that "Net published prices have been charged".
5. The bill is to be made out in the name of the Librarian, Central State Library, Chandigarh, and the payment will be made after the books have been received and found to have been correctly supplied in all respects.
6. If any item supplied but not in accordance with the order or found to contain any defect, it will be returned to you at your cost, and the payment will be made after the correct supply.
7. The books may be sent by Railway Parcels. But the charges should be prepaid and the parcel should be addressed to the Librarian, Central Library. If you want to send them by post, please do not send them by V.P.P.
8. You are required to give us specific reasons for failure of supply of any book/books ordered by us within from the date of order. Order for all such books not supplied within this period may be deemed as cancelled and fresh order may be obtained for their supply. (You should inform us if a book is out of print and not available for the time being).
9. In case of books published in England, U.S.A. and India, you shall supply them within 6 weeks, 8 weeks and 2 weeks respectively.

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Kindly let us know if you agree to these terms while acknowledging the receipt of this order.

Thanking you,

Yours faithfully,
Librarian.

ACCESSION DEPARTMENT

The orders are placed. The book-sellers will receive lists of the books they are required to supply. Every such list should be numbered and booksellers should be instructed to quote these numbers on the invoices. These numbers will help to check the books when received and to remove the order cards from the order files.

On receipt of books from the booksellers, the date of receipt should be entered on the respective cards and titles incorporated in the catalogue in order to prevent re-ordering.

Each arrival of new books should be shelved on a special shelf, arranged alphabetically by authors to facilitate checking with the invoice and the order cards or slips as well as to check thoroughly whether the book is complete with all pages, plates, maps etc. When the book has been checked, the library's mark of ownership either by a rubber stamp or by a book-plate should be stamped or pasted on the inside of the front cover. The perforating stamp is the other safe way of marking ownership in a library book. Besides this, all the plates, maps and one of the pages of book, either 29 or 39, should be stamped with a seal of the library.

The other three things to be fixed are (1) the book-label, (2) the dating slip and (3) the book pocket.

In case of any difficulty with the fixing of the book packet, the book cards can easily be kept within the book.

Every care should be taken to maintain neatness and uniformity in the work of fixing and pasting the different label and pockets.

Generally, the books come fresh from the press. They should be carefully opened. A smooth paper cutter be used. If this precaution is not taken the reader will probably cut pages with his finger or pencil and thus damage the books.

Accessioning of Bookstock

The old method of keeping records of books is still in use in Indian libraries i.e. ledgers ruled into columns to give the following or similar particulars :—running number, dates of invoice, author, title, No. of vols., publisher, price, donor or vendor. To these columns are sometimes added those to show particulars of subject, or edition and of binding and date of withdrawal or replacement. The register of accession in this form is a complete stock history of the library.

Advantages of Accession Register

It helps in the preparation of Annual Report indicating the No. of volumes in stock, number of volumes in each department or branch, number of books added in the library from time to time and the number of books withdrawn from the stock during the given period. It also contains the whole stock of the library and in the event of destruction of a library by fire etc. it alone can reveal the contents of the library and value of stock. The accession register is used for stock-taking purposes if maintained in the shelf order of classification. It is also very useful for investigating books on the shelves.

Where handwriting varies in legibility and tidiness, a simplified form on the loose-leaf ledger with similar columns is used with a typewriter. This is quicker, neater and easier to work with. Some booksellers are prepared to supply their invoices in the form of loose leaves perforated for filing in a ledger and to send them in duplicate, so that one can be forwarded for payment to the treasurer and the other retained by the library as its accession register and some libraries make use of this service. Others treat the stock cards prepared as part of the routine of book selection as their accession register by adding a running number on them, when the books are received, and file them in numerical order. The accession number is written on the back of the title page. It is desirable to write it on another page also, in case the title page is removed or lost. Whatever form of register of accession be used, accuracy of entries is imperative. The work of accessioning books is an important part of the library routine. It should

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THE TECHNICAL DEPARTMENT

The acquisitional processes form one of three major aspects of library work. The preparational processes—classification, cataloguing and mechanical preparation form the second major aspect.

Classification

If a book is to be used in the Library, it must have its own special place so that reader and librarian can find it easily on shelves. Classification is the life of the library and if the books are not classified it means the books are kept in a haphazard manner. Systematic subjectwise arrangement of books is very convenient for both readers and librarians.

Classification is a process by which we group things according to their likeness and separate them according to their differences. Applying this to books, can group including, as nearly as possible, all the books treating of a given subject, are put together in a particular form.

The object of classification is to make available to the readers, in one place, all the books, the library has on the subject. It surrounds them with other books on related subjects. It also introduces the readers who go to shelves for one particular book, to others on the same subject. It helps the readers for searching particularised information. It expedites the periodical surveys of library bookstock which is necessary to keep it abreast of the times. It has a personal virtue also for those who are in contact with it in their life, as it assists the process of mental observation and reasoning. Most of the readers prefer to browse among the books rather than to depend on the card catalogue. Therefore it is essential that there should be some kind of group arrangements.

It is not easy to pin down the subject of the book. The best method to learn to classify books is to have actual practice in classifying a variety of books under proper guidance. Classification demands qualities of mind also skill attainable through professional training and experience.

The following basic rules should be followed :—

1. The book should be placed where it will be most useful

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according to its basic subject.

2. Give a book one special number. One book cannot have more than one number.
3. When a book deals with more than one subject, the class should be determined by the more important topic of the two or more topics. Analytic cards are necessary for the others.
4. When a book deals with more than three sections of a division, classify it according to its division rather than according to its specific section i.e. a book with five chapters, Mathematics, Astronomy, Physics, Chemistry and Biology will be classified under pure science.
5. When after a certain stage, division by subject is not possible, language, form, date of publication and such other characteristics of the book should be taken into consideration for further division, giving the first preference to the important one.

Various systems or schemes of classification have been tried in libraries. Among the schemes of library classification that have been devised, the Dewey Classification and the Universal Decimal Classification, an adaption published by the International Federation for Documentation, are the most widely used. In these schemes all knowledge is divided into ten main classes which are identified by numbers.

U.D.C.	Dewey	U.D.C.	Dewey
0	000	6	600
1	100	7	700
2	200	8	800
3	300	9	900
4	400		
5	500		

Each main class has ten sub-divisions. Again, these are

sub-divided into minor subjects. For further study a reference be made to Dewey Decimal classification. While classifying a book, the librarian must study the preface, examine the table of contents and index and also the contents of the book. The library shelf-list should also be consulted so that the number previously used may correspond to it. Children books should be classified in the same way but with small 'j' (Juvenile) prefixed to the number i.e. j910 instead of 910. In India, the most widely used system is the Decimal classification by Melvil Dewey.

Cataloguing Section

A library without catalogue is a country without map. Cataloguing and classification are also complementary and of mutual assistance to each other. The cataloguing department ordinarily has the responsibility for cataloguing and classification of books, periodicals, newspapers, the serials, pamphlets, documents, manuscripts, films, recording and music and other items. Its function is to keep necessary records for the public catalogue, the official catalogue, the shelf list, departmental library catalogues and other catalogues. The section is also responsible for maintaining a Union catalogue of cards received from various branches or research libraries.

Forms of Catalogue

1. Public catalogue is a principal tool for the users of the library and the staff in the main building.
2. Official catalogue ; Many of the larger University libraries maintain an official catalogue for the use of staff members. It is a tool which makes it possible for cataloguers and other members of the staff to search for entries without having congestion at the public catalogue.
3. Shelf list : It is found in practically every library. The record is kept on cards for purposes of speeding up the work of classifiers.

It has got an advantage from an administrative point of view. It may be utilised as a classified catalogue to indicate the weaknesses or strength of the collections. It is practical to

allow users to consult the shelf list as a classified catalogue, it could serve as a direct source of information in holdings in special fields. The shelf list is also used in inventory checks. Classifiers must refer to it constantly in order to incorporate new titles into the library collection on a consistent basis.

Organisation and Administration

In order to produce catalogues efficiently and to classify books carefully, it is essential that the librarian and the Head Cataloguer should be placed in a single unit and should be supervised by a head cataloguer. The work of Technical Department may be organised in the following ways :

1. The work may be organised by Process : Classification in the hands of certain personnel and cataloguing by other staff.
2. Material may be divided by subject or subject divisions as in Harvard and California Universities.
3. The third method is to divide the materials by language.
4. The last one is by division of form or typed material. For example, a serials cataloguing unit may be responsible for all work dealing with serials and the other with all typed material.

In many of the larger libraries the combination of these methods is necessary. It may be noted here that the head of the catalogue department of the large University library is the key officer. He should possess a combination of scholarship, administrative ability, and technical training and experience. The Librarian should be aware of the fundamental problems that exist in cataloguing and preparing books for use and be able to detect inefficiencies in either policy or operation. He must delegate authority and responsibility to the Head cataloguer.

Whatever the form be, the catalogue should show the available resources of the library and indicate to the readers whether or not the library has any particular book when he knows the author, title, partial title of the book, or the subject of which the book treats. The important things in making a

catalogue are uniformity, consistency and accuracy. Having once decided upon the particular course to follow the same decisions be followed and there should be no further variations.

Card Filing

The main principle in filing cards in the trays of a catalogue is to arrange the cards in a strict order. The catalogue cards are of two types i.e. shelf list and others. The shelf list cards are arranged in a classified manner and are merged in the shelf list. Others are arranged in the Public Catalogue. A particular Code should be followed for this purpose. Effort should be made to follow the 'A.L.A. filing rules'.

Guide cards should be placed at frequent intervals in the catalogue so that its use is much easier by the readers and the staff of the library.

Tools for Cataloguing

The following tools will be helpful for cataloguing purposes :

1. Indian National Bibliography.
2. British National Bibliography.
3. Library of Congress Catalogue (National Union Catalogue).

CIRCULATION DEPARTMENT

The circulation department is an important unit of the public service of the library. In the University library and other libraries the lending of materials to readers is carried on by the central loan desk.

The primary function of the circulation department is to get materials to the readers without any delay. Quick service should be the rule. A reader should be presented with a volume two or three minutes after he has handed the call slip to the attendant at the circulation desk. The work in the circulation department consists of lending library materials to individuals and libraries, maintaining loan records, shelving, the caring

for the catalogues, stock collection, issuing borrowing cards replacing books as required and interpreting loan policy.

Efficiency of service, prompt delivery of materials to readers on request is the principal service required of the circulation department. Policies concerning the use of books are normally decided by the librarian, frequently with the advice of the library committee. The Head of circulation department should be careful in carrying out their policies. Delay fine system vary in libraries. Fixed amount may be charged after a fine has reached a figure equal to the price of the book involved. In the view of Roberts Committee Report small fines are justifiable but the committee is not in favour of charging fines from the children. Fines should be regarded as an administrative means of ensuring the return of books after the due date. In large libraries, the control of materials for the use of the majority involves close attention to overdues. Difficult cases may require cooperation with the officers or readers. Sometimes the readers are not appealed to until the library has exhausted its own procedures.

PERSONNEL

The qualifications necessary for the chief circulation librarian are similar to those required of other departmental heads. He should have knowledge of books, reference works and library organisation. He should be acquainted with circulation procedures, problems and modern equipment of circulation operations. He should have the ability to direct inter-departmental work within the Central library and among other units of the library systems.

Efficient operation of the book stack is essential if good service is to be provided by the circulation department. The service includes obtaining books from the shelves for readers, shelving returned books, arranging books on the shelves at regular intervals, supervising the cleaning of books and shelves, participating in inventories, removing damaged books for the binder, assisting readers and maintaining discipline among users in the stacks. Many libraries provide carrels or browsing rooms

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to develop interest in good reading near the circulation department.

Charging System

There are many kinds of charging systems i.e. the Ledger method, the Newark system, the Browne method, Dickman system, Photo-charging etc. In British Public libraries Browne system is very popular. The Dickman and the Newark systems are American. For detailed studies, the readers are advised to refer to Helen Geer's Charging System & adopt the system most suited to their libraries. They are also suggested to read the library Association Publication edited by F.N. Hogg & others, entitled "A Report on a survey made of book charging system at present in use of England, 1961. It gives the advantages and disadvantages of each in some detail.

REFERENCE DEPARTMENT

Reference service is an important part of the work of the library. It consists in the assistance given to readers in their use of library resources through personal contact. The department has two functions : (1) Making resources available to readers (2) and instructions for the use of the library.

In the first category operations may be included for building up the reference collection, assisting in selecting materials for the general collections, maintaining a clipping and pamphlet file, exhibiting materials for publicity or for public information, preparing new book lists and bibliographies, reviewing books, indexing and abstracting materials, providing a translation service, co-operating with bibliographical centres and union catalogues and collecting information regarding library resources of region, nation and foreign countries.

In the second category, the reference librarian is concerned in helping the readers to use the catalogue and reference tools, in providing information service to readers and being helpful in the administration by preparing special bibliographies and supervising readers.

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STAFF

The Reference librarian apart from professional training and experience should have a thorough knowledge of reference procedure. He should be able to use efficiently card catalogues, bibliographies, book-lists, indexes, dictionaries, encyclopaedias and abstracts. He should have a thorough knowledge of the aims of library service. He should understand the principles and procedure of library organisation and should be able to integrate them with educational objectives of the library. Familiarity with foreign languages, extensive knowledge of foreign literature, appreciation of the history of scholarship are likewise indispensable for the reference librarian. The staffing in the Reference Department is of the greatest importance. The work calls for high degree of bibliographical knowledge, ingenuity and flexibility of mind and the right psychological approach to readers. As a consequence good reference librarians are extremely valuable members of the staff.

REFERENCE COLLECTIONS

A well selected and adequate collection of books should be assembled. Dictionaries, encyclopedias, compendiums, year books, indexes, Bibliographies, Atlases, and similar materials constitute the basic types of materials which reference librarians use in their work. The entire library collection, of course, is utilised by the reference librarian in his efforts to help the user. There are certain short cuts which may sometimes be taken, e.g. the use of index volume of the Encyclopaedia Britannica and the Index and text of Kessing's Contemporary Archives and of Whiteker's Almanack but many enquiries demand much more than this.

It is also necessary in reference section to catalogue all books in considerable details, as only by doing so can readers be given proper assistance.

Reference libraries differ from other departments in their general layout and furnishings, the most modern being equipped with flat-topped study tables fitted with local lightening. Special furniture may also be provided in the way of map tables and filing cabinets for manuscripts, illustrations, cuttings etc.

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The largest reference libraries will have photostat equipment and study carrels for research students. In present day library service, efficient reference work is an effective means of popularising library by making it a creative institution.

The importance of the reader should also be established. We must discover what he wants and help him to get it. Speed in providing the book should be the aim. Special attention should be given to research students and study carrels should be provided. In some libraries photo-copies of written material are cheaply provided to them.

CHILDREN SECTION

It is one of the most important department of the public library. It introduces children to the world of books. It makes them library conscious.

The children section is arranged on similar lines to those of circulation section. The shelves and furniture generally are not as high as those planned for use of adults and the arrangement of books on the shelves is better by broad subject grouping rather than strict classified order. Age of admittance should be elastic and should depend on ability and desire to use the library rather than age in years. Of particular importance is the children librarian, who must possess two essential qualities—a good and first hand knowledge of children's literature particularly those in his library and secondly must have liking for children and ability to control them. Rules and regulations should be simple. The Roberts Committee does not favour fines for children but small fines may not be unreasonable.

The responsibility of the Children Librarian are many and varied. He must be able not only to plan and organise the work of the department, but he must develop procedures for his particular library. He should have a wide knowledge of publications and their peculiarities, proper sewing, clothes and buckrams, boards and lettering etc. In the section, all the members of the staff must be familiar with foreign languages in order to collate materials accurately.

The children librarian should organise library clubs, story-hours, puppet-shows, film shows, play-readings and so on. The

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children should also be taught the library work i.e. shelving preparing displays and exhibitions, issue and discharge of books. Children-book-weeks have been also very successful in many libraries. Picture-book-hours can be arranged for small children who have not yet learned to read.

Library service to children is rewarding and a great service to enrich their lives.

BINDERY

Few libraries have full binding department able to carry out all the binding work of the library, but though it may cost a little more than sending books out to contractors, it has many advantages. This part of library service has become very costly in recent times when the prices of the binding material are rising high. Libraries which have not sufficient work to justify the necessary staff are well advised to make use of the special library binding contractors.

ADMINISTRATIVE DEPARTMENT

Administrative work must be carried out in all libraries. In the small libraries, it will be done mainly by the librarian himself. It is concerned with day to day business, organisation of duties, the employment of staff, holiday arrangements, correspondence, organisation of lectures and exhibitions, preparation of business for committee meetings and so on. It is, in short, the business office or offices of the library and, in larger library systems, the quantity of detailed work required needs a separate department and staff to deal with it.

DOCUMENTS DEPARTMENT

In several universities separate document departments have been established in order to provide special service to readers. The incharge of the department has the responsibility for acquisition and cataloguing and classification processes are generally left to the cataloguing section. Its organisation varies. In one University library, for example, Federal and other documents are shelved in a single room. Access to the collection is made through printed catalogues, indexes and

bibliographies. This procedure has been found satisfactory.

DEPARTMENT OF MICROFILMS, MICROPRINTS
AND MICROCARDS

Microproduction has become standard material in most research libraries. Microfilms, microprints, microcards, microlex (law materials in microprints form), microfiches (Microfilm in sheet form) of material in books, periodicals, newspapers, documents, pamphlets, manuscripts are among the microproductions acquired by University libraries, writers and research workers. A few libraries in India are equipped with this department.

Supplementary Readings

1. Brown, J.D. *Manual of Library Economy*, 7th ed. revised by R.N. Lock. 1961. Andre Deutsch.
2. Carnell, E.J. *Library Administration*. Grafton 1947. 166 p.
3. Corbett, E.V. *An Introduction to Librarianship*. 3rd ed. 1963 Clarke.
4. Datta, B.K. *Practical Guide to Library Procedure*. Bombay, Asia, 1958.
5. Gray, D. *Fundamentals of Librarianship*. Allen & U., 1949, 190 p.
6. Harrison, K.C. *First Step in Librarianship*. Grafton, 1964. 248 p.
7. Viswanathan, C.G. *Public Library Operations and Services* Bombay, Asia, 1961.

CHAPTER VI

LIBRARY TECHNICAL SERVICES AND LIBRARY RECORDS

Technical services mean technical processes, usually acquisitions, cataloguing, classification, binding and sometimes photographic reproduction. These operations assume special importance in library administration.

Technical services in an effectively operated library provide prompt flow of work, economic routines, simple but adequate forms and proper use of equipment. Poor technical facilities and operations have frequently been the primary reason for a library's failure to provide effective service.

Technical services divisions should therefore be constantly scrutinized from the point of economy and efficiency in the library organisation. Experience shows that the time spent on checking is well spent.

(1) *Acquisitions*: Problems to the operation of the acquisitions department require study of an acquisition policy, book selection practices and internal procedures. There should be comprehensive and balanced stock with enough material on all subjects. There should be an adequate stock of the classics and recent literature. The librarian should know the reader's taste. Improvement can be made in the financial systems according to circumstances.

(2) *Cataloguing and Classification*: Main problems are the revision of rules of entry for cataloguing, control over the growing size of catalogues, maintenance of catalogues, the efficient handling of special materials, improvements of subject cataloguing, expansion of co-operative and centralised cataloguing and how to make them a more effective research tool. Classified catalogues should be given further consideration.

The important factor to consider is that in the various processes of technical services, the flow of work from the ordering of books to placing them on the shelves should be orderly, systematic and efficient. For example, separation of different floors of the Acquisition Department from the Catalogue Department splits operations, which should be co-related. Breaking the Cataloguing Department into several rooms limits efficiency and interferes with supervision of operations.

Suggestions to eliminate systematic classification have also been made in those libraries which have set-up collections of little used materials i.e. shelving by size or by Accession numbers. But the library techniques have so much developed, that this suggestion is not found favourable in these days.

Binding

If a bindery is desirable it is probably best located in the basement since heavy machinery is part of its equipment. Moreover, it is generally a noisy-room and should be separated from space requiring quiet. Direct access should be provided to the Technical Department. The Librarian should have a wide knowledge of publications and their peculiarities, so that proper sewing, clothes and buckrams, boards and lettering be applied to volumes needing binding. The binding librarian should strive to set standards for the entire library system so that expensive variations should not be developed.

Photographic Development

In the photographic laboratory, space is required for office records and administration, a camera room, an enlarging room and a dark room. It also requires complete photographic apparatus, adequate facilities and a highly trained personnel. Larger installations are designed to work extensively in newspaper and periodical filming. To be brief :

1. Procedures for organisation and control of materials differ according to need and circumstances which should be a source of concern to all parts and departments of a library.
2. It should follow accepted principles of management.

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3. Selection of library materials should be orderly coordinated process.
4. All materials should be made available as continuously as possible.
5. Sound business practices should be absorbed in the acquisition of materials.
6. Classification and cataloguing should follow definite established systems or codes and should be placed in a single unit, supervised by a head cataloguer.
7. Provision must be made for easy consultation and for the preservation and maintenance of catalogues.
8. All library materials should be kept in usable and attractive condition.
9. Statistics of basic work are of some value in showing work load which should be maintained.

Library Records

Library records consist of such records as appointments and salary history, pre-library experiences, training and formal education, special interests, leave account, assignments in the library and annual reports of each member of the staff. Such record helps in promotions, transfers and special assignments.

The pay roll is prepared from the personal records and consists of checking against names of employees for information on days worked, sick, salary rate, deductions etc. The record shows the amount paid at each pay roll period.

The other record consists of book-keeping, budget, data, statistics, graphs and charts, reports, purchased supplies and equipment, controlling supplies, taking supplies and equipment inventory keeping office files, handling mail routine correspondence. The following are some of the registers which are maintained in the administrative department of a library.

1. Book Order Official invoices.
2. Donated Record.
3. Accession Register.
4. Shelf lists.
5. Cash book.
6. Contract Contingency Registers.

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7. Contingency Registers.
8. Withdrawal Registers.
9. Staff Pay Roll Register.
10. Monthly Financial Reports.
11. Stock book of fixtures, fittings, furniture.
12. Register for Deposits.
13. Fine Register etc.
14. Receipt and Despatch Registers.
15. Receipt books with foil and counter foil, perforated.

Supplementary Readings

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3. Ranganathan, S.R. *Library Administration*. Bombay, Asia, 1959.
4. Wilson, L.R. & Tauber. *The University Library : Its Organisation, Administration and Function*. University of Chicago.
5. Tauber. *Technical Services in Libraries*.

CHAPTER VII

CHARGING SYSTEM

The purpose of the charging system (a system designed to control the issue and recall of books) is to record the issue of each book taken out of library and to check its return. This is effected by connecting the name of the borrower with the name of the book. The following are the principles underlying all the methods:—

- (1) Speed in issuing the book.
- (2) Economy in materials and staff time.
- (3) Dependability.
- (4) Rush at the Charging Counter.

There are many methods as under

- (1) Browne charging system.
- (2) The Newark system.
- (3) The Dickman charging system.
- (4) Punched card system.
- (5) Photo-charging system.
- (6) Token charging system.
- (7) The ledger and
- (8) Indicator etc.

but the following two are in use in most of the libraries.

(1) BROWNE'S CHARGING SYSTEM

In British and Indian libraries a charging system known as Browne system is widely adopted.

Reader's Pocket : "Instead of the borrower's card, each reader has a pocket for each book drawn which bears his Registration number, name and address."

Book-pocket, Book-card and reader's-pocket method : Within the back-cover of each book is fastened a small pocket to

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hold a book-card of the head on which class No., author, title, Accession No. etc. of the book are written.

Method of Issue : When the reader wishes to take a book, the Assistant removes his pocket from the tray (arranged alphabetically) and gives it to the borrower in order to enable him to get the book issued. The borrower brings the reader pocket to the librarian together with the book he wishes to take out of the library. The Counter Assistant takes out the book card from the book and slips it in the reader's ticket. He stamps the date due or date of issue on the date-slip. The book is ready for the reader.

Filing : At the end of the day reader's ticket, containing the book card, is filed under Call no. or author and title on the book card, which it contains, in a narrow tray bearing the corresponding date. The arrangement shows who has taken the book, when it was taken or when it is due.

Method of discharging : The book is presented at the counter, and the date stamped indicates the date in which a search is to be made. The charge when found is removed into competent parts of book-ticket and borrower's pocket. The former is placed in the book. The latter is filed in a tray. In returning the book, the reader must secure the pocket before he can draw another book, hence the book must be discharged which he wants.

Advantages

(1) No writing is done either by borrower or by the counter Assistant. No borrower's number needs to be given on the pocket.

(2) There is simplicity and rapidity of operation. The process is swift, accurate and economical. It does not require any mechanical device. The speed of the procedure may be attributed to the simplicity of the task performed whilst the reader is present.

(3) It is easy to send notices in time without seeing the record in registers. On the proper date the Assistant can take all the pockets containing book-cards left in the tray and without search of records write on over-due notice to each borrower.

(4) It is also helpful for reservations as the reserved books on loan can be located in the issue by putting the distinctive card into the charge so that the book can be set aside on return.

Disadvantages

(1) A separate pocket must be made for each book charged, and the file of the pockets, soon takes up most of the space of the tray.

(2) No record of the number of the books charged to any borrower is available.

(3) The tray fills up with the pockets of the readers not using the library. In a dispute a reader cannot be asked for his pocket, since the library is supposed to have it.

(4) The record does not reveal the whereabouts of a given book. Since the primary arrangement is by date and charge relating to a particular book must be sought in each sequence until it is found out.

(5) Reservation of books is difficult since entries cannot be traced easily without seeing it in each sequence until it is found out. It is possible to reserve books on their return.

(6) Detailed filing of charges and preparation of statistics may be (and usually are) delayed until time convenient to the counter assistant.

(7) It leaves no permanent record of the transaction. According to W.H. Madment, "The congestion which occurs at busy time in library has the following disadvantages

- (i) The reader has the inconvenience of joining a queue to wait for his ticket, if he wished to get second book issued.
 - (ii) A high proportion of staff is needed at the counter and thus libraries cannot render reference service at the very time, when there is need of them.
 - (iii) A large part of the resources is absorbed in this process and therefore excessively costly.
- (8) More time is needed to discharge returned books.

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(2) THE NEWARK SYSTEM

This system was adopted in the Public Library of Newark of New Jersey State, U.S.A. in 1900. The charging system generally used in public libraries today is known as the Newark-charging system. It is very popular in American and Indian libraries. Its simplicity and elasticity make it adaptable to Libraries of all sizes and easy for readers to ask. Questions as to the circulation of books by the library taking into account the readers as well can be readily answered from the records. These questions may be.

- (i) What and how many books are lent on any date ?
- (ii) Who has each volume drawn on any date.
- (iii) What books are drawn on any date ?

The essential records on which these and other statistics of circulation are based, are a book-card, a date-slip and book-pocket for each book and for each reader, a borrower's card which he is usually expected to keep in his possession. Information of the book-card supplies the means for tracing the volume when it is out and includes author, title, accession number, and call number. A date-slip is pasted opposite the pocket at the back of the book.

Method of Issue

1. Book to be taken from the library and the borrower's card is presented by the reader to the Assistant at the counter.
2. The date of issue or return is stamped on each of the three cards. The borrower's card, the book-card and the date-slip. The borrower's number is copied opposite the date on the book-card.
3. Borrower's card is inserted in the pocket of the book or returned to the reader. This completes the charging process.

Filing : Book-cards for the day's circulation are filed behind the date due or date of issue Guide-card.

Method of Discharge : The book along with the reader's

card is presented at the Counter. The date on the dateslip indicates at once the tray in which the book-card is to be found, and the assistant is able to discharge the book and release the borrower's immediately on the return of the book. Book card is inserted in the book. Date of return is put on the reader's card and the same is returned to him.

Advantages

1. There is a permanent record of the number and type of books circulated and the kind of books selected by each reader.
2. It is possible to know at any time when a given book is due. The date-slip and record on borrower's card gives this information to the library, reader and the book-card to the counter assistant.
3. Different loan periods fortnightly or monthly can be administered easily, since the loan period is indicated on each book-card.
4. All copies of a book to be reserved can be located at all times. Reservation slip can be affixed with the book card.
5. Several Assistants can carry on the work at the same time.
6. The borrower's card can be used at any point in the system.
7. Writing off a book is very simple, since the book card indicates the number of times the book has been circulated.

Disadvantages

1. The danger of mistakes is possible in copying borrower's number. This happens in rush hours when the queue is long, and the Assistant feels hurried.
2. The difficulties are caused by the borrower's failure to bring his card when books are to be drawn or returned.
3. The loss of borrower's card is also possible.
4. The Assistant has to consult the address of the

members from the membership register to send reminders for overdue books.

Both these systems are widely prevalent. Browne's discharging system is much used in Great Britain and Indian libraries and Newark system is in use in India and U.S.A. The exponent of either system bring forward the disadvantages of other. Mechanical systems like Dickmans, Gaylord, Photographic are also largely used in U.S.A.*

Fines

Almost every library has to charge fines for books kept after the date due for return. This may be 6 Paise per day. The practice differs considerably. Receipts are given to readers when the payment is made. The money received is placed in a till counter and at the end of the day the receipts issued must agree with the cash received, which will be banked at the intervals or handed over to the Accountant. In foreign countries, the fine is inserted direct into the top of box, placed for this purpose.

Renewals

In case the book is not required by the reader, the loan may be renewed at the discretion of the librarian for a further period in case the request reaches the librarian before the date of expiry of the loan. A member against whom any overdue or other charges are outstanding shall not be allowed to borrow books or withdraw his deposit until he has paid the amount due.

Reservation of Books

Procedure of reservation varies. Some libraries reserve all classes of books while others restrict this service to non-fiction only. The librarian should judge the type of reservation and the record should be a simple postcard with the matter printed in it i.e., author, title, date and time, if required within, date and reader's signature. It is desirable to maintain the figures of reservations so as to include them in the annual report.

* Geer, H.T. *Charging Systems*. Chicago, A.L.A. 1955. Pages 5-9.

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5. Viswanathan, C.G. *Public Library Operations and Services*, Bombay, Asia, 1961. 264. p.

CHAPTER VIII

STOCK VERIFICATION AND REVISION

The library is a growing institution and it serves the community throughout the year. At the end of each year it is necessary to take account of the total stock in order to trace books lost, misplaced and not returned. The primary object of stock-taking in libraries is to know if all the books that have been stocked are in the library.

Library stock-taking used to be a regular yearly process, and in the case of lending libraries, which are more subject to losses than reference libraries, all the books on loan were called in, as from a given date. The library was then closed for stock-taking for a period of a week or a fortnight or even as long as a month. Some college and university libraries still call in all loaned books at the end of term or session (though not necessarily for stock-taking purposes) but few public libraries now close for this purpose or call in the whole of their book-stock as any benefit obtainable from such an action is considered to be more than counter-balanced by the very great inconvenience it causes to the reading public. Complete stock-taking of large libraries is difficult. Small libraries may manage for annual stock-taking, but the larger libraries usually confine taking stock to one or two sections a year and in some libraries there has not been any attempt to take stock for a number of years, owing to staff difficulties.

Advantages

1. Stock-taking allows the catalogues and other records to be brought up-to-date, thus improving the reservation and inter-loan system.

2. It reveals losses and suggests additional security measures.
3. It permits a general overhaul of the book-stock and its physical condition.
4. It clears up many of the queries which beset the most perfectly run libraries.
5. The category of books likely to be lost is removed to safer place and is made available on demand.
6. It helps the assistants to become more familiar with the books thus enabling him to become more and more serviceable to the public.
7. The book shelves are rendered clean and tidy and worn out books are either repaired or removed.
8. Large thefts spread over the whole book-stock are noticed immediately after they occur as books required are not traceable.
9. It is also useful to correct the stock figures and catalogue records.

Disadvantages

1. It involves considerable amount of staff time which might be better employed.
2. The results are largely negative.
3. The libraries are closed for this purpose.
4. Stock-taking is impossible in big libraries.

VARIOUS METHODS OF STOCK-TAKING

1. Stock-Cards Shelf Register

In some libraries. the stock cards of books are used. These are arranged in card cabinets in the order in which the books are shelved, thus forming a shelf-register. As each book is found, the chosen mark is made on the card and the reminder. When all books on the shelves of the library have gone through, a check is then made of all books on loan, and the cards for these books receive the check mark. After this systematic check is made at all other points : of the service, where books or records of their location are to be found i.e. books withdrawn from repair or rebind, those on loan, or in reserve stock pools,

or in any other place. The stock cards for all books found are separated from the remainder as the work proceeds leaving a residue of cards for all books which neither have been found, nor of which the location is known. The check of shelves, of books on loan, all other records is then repeated at intervals, which usually reduces the number of missing books until searching brings no results. At this stage the cards of books not found reveal the extent of the books since the last stock-taking was made.

2. Special Stock-Taking Sheet

Instead of the stock cards, some libraries use special stock-taking sheets, each sheet containing particulars of books either by the same author or with a common classification number, and with columns following the book details, author, title, accession number and class number at the top of which the dates of stock-taking are entered. As each book is found, a tick is made in the appropriate column.

3. Rough and Ready stock-taking in counting of Books on Shelves

A rough and ready stock taking check can be made by counting the books and book-records of loan, etc. and comparing the total arrival at with the known total of library stock. This gives an information of losses. The process is often referred to as the taking of a "census of books".

Whatever methods is used, it is necessary that the basic record used for checking should agree with the catalogue. There is little purpose in stock-taking with a Shelf Register or an Accession Register, if, in fact, they do not agree with the catalogue, for when all the adjustments have been made, the fundamental discrepancies will still remain and the catalogue will not be the perfect record of stock that is desired.

Procedure

One Assistant has the register, another calls out the author's name and title of each book as it stands upon the shelf and every entry in the check list is marked accordingly.

It is better to announce the accession number also. If the lines of the registers are closely ruled it is always possible to tick in the wrong place and thus the object of stock-taking is defeated. It is advisable to remove the books from the shelves so that the removal may disclose books hidden in unsuspected places. There will be many unmarked items which can be traced from charging trays, when the Department is closed to public and the morning time is the most suitable for this purpose,

Even then you will observe numerous gaps representing volumes not accounted for and in this case you have to see the withdrawal register and books sent to binding department. All these books must be turned out and checked. The register of books lost and paid for by borrowers also discloses items which cannot otherwise be accounted for. The record of special loans must be examined. It is also a common practice to allow lending library books to be used in the Reference Department. It may be that some of these loans have not been returned and therefore this loophole of escape must be watched. A list of missing books should be supplied to Reference Librarian and search of the Reference shelves may bring some of the truants to light. When all these steps have been taken and when unmarked books are untraceable the book shelves should be re-examined occasionally.

In the final even the check list is examined and a detailed record of the items remaining unmarked is made out. The facts and figures, then must be reported to the Committee and necessary action be taken to get them written off.

Shelf order lines should be maintained. The Assistant should see that the shelves are kept in proper order.

Reserve Stock : Books not often in demand may be put to a private part of the building, where they can be arranged in classified order and be available on demand.

Withdrawal from Stock

As a rule, the librarian is vested with the authority to withdraw from stock, but occasionally committee reserves the right to inspect the books before they are discarded. When a

decision has been reached, those which have been rejected from further use must be entered in a withdrawal register. The form of the register varies in detail. Its entries may be condensed or expanded.

Replacement

Some of the books withdrawn will doubtless be discarded as no longer desirable in any edition, but there will be others which should be replaced. List of such publications should be prepared, Better books on the same subject should be added.

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CHAPTER IX

STACK ROOM AND SHELVING

In big libraries accomodation has to be found for thousands of volumes, the majority of which cannot be placed in rooms to which the general public has access. This is an important factor and we have to consider the accomodation of books in the store which is generally known as the 'Stack', This may be in any form according to the site available in a particular building. If sufficient space is available, the stack could be all on one floor and that floor, which would be of large extent, might run round the reading room or rooms with some form of conveyor system to enable the rapid passage of the books to and from the reading room.

The modern stack consists of the series of rows of book cases, which at seven feet intervals; or thereabouts support a light floor of glass or steel and have similar rows of book cases resting upon them and the series soars as high as may be required. This appears to be the best way to store books which run to more than 400,000. Such stacks, as already suggested, have a staff always on duty in them and are, of course, provided with straight stairs from floor to floor and lifts for books and personnel. Telephones on every floor are essential. The more modern ones have a book conveyor system, to accelerate what can be, unfortunately, in some libraries the rather slow process of getting a book from a remote corner or floor of the stack to the reader. A standard conveyor consists of series of small book carriers at 8 ft. intervals on an endless chain propelled by an electric motor and working in a through about 2ft. by 4ft. 6in. from book station to book station. Some foreign Universities have a certain amount of space in the stack desks for readers who want to

consult number of books in research work.

SHELF ARRANGEMENT

The usefulness of any library collection depends upon the system with which books and other library materials can be traced when needed. To this end, books are shelved according to some classification. Problems regarding over-size-books, maps, manuscripts, films, microfilms require special care. It is more difficult to keep pamphlet materials in order. The practical purpose of a book is lost if it is misshelved. Therefore proper shelving is very important. Books should be shelved so that damage should be at a minimum. Books carefully handled last longer. Undue crowding of books loosens the binding which should be avoided. Book marking is also necessary in effective stack management. The staff has to work very hard where readers have free access to shelves. Plans for growth and future arrangements for space must be made according to the accepted standard. Routine and spot inspections are the methods of supervising shelf-work.

NUMBERS

The class letters and numbers of all books should be written in the inside, preferable on the back or front of the title page, and should also be carried on to the labels, book cards and all other records. On the outside the class letters and numbers may be written on a suitable tag, which must be firmly pasted on back. The usual position for the tag is at about 1½" from the foot of the back, as this gives regular and uniform marking, which looks neat.

In classification systems in which the class numbers are used for charging and all other purposes, it is necessary to provide author, or other marks to individualize books.

1. General-Guide

The use of shelves is guided by sign of which readers have access. This usually takes the form of a plan showing the position of every book case and giving the class numbers and names of the main subjects to be found in them. Such

plans are made on a scale large enough to be read easily, and are placed in a prominent position where they cannot be overlooked by people who can use their eyes and, to aid recognition, the main classes are picked out in colours.

2. Class-Guides

These lead to the main classes, and in some cases, indicates their main divisions. They have several forms and are placed in different positions which depend upon the planning arrangements.

3. Day-Guides

Day Guides are framed cards which are supported by stands and which can be placed in the centre of a shelf and are ruled into shelf-spaces. They show the subject on the shelf.

4. Topic-Guides

There are usually strip Labels bearing an individual subject, held on the edge of the shelf by a xylonite label holder or some similar means. It must be mobile to be effective as books have a way to running away from their labels.

Shelf-Register

The shelf-register is a record of the books as they stand on the shelves, and is the main guide used in stock-taking and otherwise checking the books. Cards are sometimes used for this purpose, each work being arranged in trays in order of classification.

Another method is to use shelf-register, which may occupy very little space. a single sheet being used for each class, division or sub-division. The sheet is heaped, with the classification number, and the books in the section are entered in author-alphabetical order to begin with, afterwards just as books are added, The narrow columns are reserved for checking the shelves at stock-taking. The date of check is written at the top, and the presence of the book indicated by a tick. Missing books are then sought in the checking system

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and other records, and are ticked off when found. The sheets are collected periodically and any books which continue to be unaccounted for can be entered in a book ruled to show author and title, date missing and having a column for the record of any subsequent fact, such as its finding, replacement, or other means of recovery. This, again, could be done by a card method.

SHELF ACCESSORIES

Various methods have from time to time been introduced to maintain record.

Dummies indicate the temporary absence of books or show that particular books, because of their size, are not in the octave sequence. The simplest form is block of a wood about 7in. by 5/8 in. painted white, or covered with white paper on the edge and lettered with the title of the book it represents. The title may be written on each of the long edges.

For books temporarily withdrawn a piece of mill-boards covered white on one side may be used. This should have the author number and title of the missing book written on the white side. One board of this kind can be used over and over again for different books, by simply adding the new title and remaining the old one.

A projecting 'tail' on this form of board prevents from disappearing behind or getting lost amongst the books.

When placed between two books, with projection overhanging the front of the shelf, it will always project and be seen readily.

Book Displays: Book Exhibitions within the library offer an opportunity to link books with current literature and call attention on new arrivals which may attract readers and also reveals the variety of the library's resources. Planning Book Exhibitions involves deciding on the topic or subject matter to be used, selecting suitable books etc. Such exhibits are primarily made to assist readers in the choice of books.

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CHAPTER X

PRESERVATION OF LIBRARY MATERIAL

A library is a store-house of human knowledge. This knowledge is generally kept in records, which are made of paper and leaf and these records are housed in materials composed mainly of wood, glass, Brass iron, leather, fabric and paper.

Enemies of Books

Every thing in the world decays in course of time. But science attempts to keep them in good trim for a certain length of time. The enemies are not only trying to destroy the life records but also the past records of human achievements that may help in the march onward. It is an onerous task to preserve library records. But at the same time modern scientific researches are finding out means of saving human records from the attack of hostile forces. The destructive agencies of library material are mainly of two kinds.

- (1) Climate variation in temperature and moisture affects most of them and deteriorates them.
- (2) Insects of various kinds eat into the articles of wood, leather, fabric etc.

Careful treatment by chemicals is sometimes essential in preserving the life of the material. Books should be kept in dry rooms. As a security against damp, the foundation of library building should be all laid.

SIX MAIN GROUPS OF INSECT PESTS

1. Cockroaches

They are fond of all colouring matter of the cloth binding.

They eat the binding at night. Borax can be used as an antidote.

2. Beetles

They are the true book worms. Books damaged by them should be immediately removed from the shelves and after proper dusting refined kerosene oil or benzene should be carefully applied on them. Constant vigilance is necessary to get rid of these pests.

3. Book Lice

These are tiny insects that feed on glue and paste. They should be dealt with in the same way as beetles.

4. Fish Insects

They are attractive to the glaze or the colouring matter of the cloth binding. They disfigure the book by eating the colour of the binding. They are also fond of attacking maps. To get rid of these insects a coating of Copal varnish is to be applied to the cover of the books.

5. White Ants

The damage done by them to the library material is great. Kerosene oil should immediately be spread over the hole of ants. It is also necessary to take the aid of specialists in pests control to overcome this menace.

6. Mice

Mice cannot bear the smell of camphor and will try to leave the place where camphor is scattered.

Problems of curatorship such as these should be matters receiving regular and systematic attention by senior members of the staff. But there are other matters concerned, with the daily routine of all who work in Libraries and whose duties are mainly with the handling, shelving, charging and discharging of books, which should be essential part of good librarianship. Books which need repair because of loose or torn pages, or damaged bindings, should be removed from the general

stock immediately when such defects are noticed; a book should never be forced into a shelf already full by squeezing it in, as the first volume to be taken from that shelf afterwards will probably receive damage, such as the tearing of the covering of its spine by the force that must be exerted in its removal; books should not be used as weights or to raise the weight of seats; they should be dusted or vacuum-cleaned when necessary, which will vary according to whether they are much or little used; they should be handled with care and the bindings should never be forced back in opening the books to read them, or for any other purpose and this is especially necessary in the case of new books. It is the custom in all libraries in which readers are admitted to the shelves to have a daily 'shelf sorting'. To be well done, this includes more than sorting or tidying. The first thing to be done is to check the order of the books on the shelves and correct it wherever necessary and as they pass along each shelf in turn, watch be kept for books, showing signs of damage such as loose pages or torn bindings, which should be taken out for repair. The next thing to be done is to even up the number of books on the shelves, the edges of the spine flush with the outer edge of the shelf. After a reasonable amount of practice this work can be done very quickly, and its regular performance gives the same well-kept appearance to a library as good housekeeping does to a house.

Everything possible must be done to keep dust and dirt out of a library. When floors need sweeping, a good sweeping powder should be used to prevent the dust from rising. Where ventilation is dependent on opening windows, those farthest away from the road should be used whenever possible. On wet days sufficient doormats should be available near entrances, so that as little damp and dirt as possible is brought into the library on readers' footwear. Indeed, everything should be done to prevent unnecessary wear and tear, and to preserve both bookstock and furniture and fittings in the best condition. It should also be remembered that book cases, card cabinets and other fittings need periodical attention. The most favoured wood for these is oak, with a light coloured and polished stain, which shows signs of handling after a period of use, and

requires thorough cleaning and repolishing.

The repairing of books by members of a library staff should be strictly limited, as 'unskilful repair'—so called—can be very damaging. If a single loose page is all that required attention this may be fastened in, but care should be taken to use a minimum of paste, to see that the edge of paper to take the paste is entirely without folds or crinkles, and that is cased into its exact place with a bone paper-folder, leaving no margin to overlap the adjoining pages. Paste is also used for such labels and pockets as may be necessary for the charging system of the library, and here again the minimum should be used.

The use made of book jackets varies. In some libraries they are all removed before the books are made available to readers, and are used to form part of book displays or Posters. In other libraries they remain on the books, and are only removed when they become dirty and unsightly. Some libraries provide plain book jackets, made with a pocket at one end and the other plain, to be folded over the back cover of the book, thus making the jacket adjustable for varying book sizes. Specially valuable books, particularly in reference libraries, may be provided with cellophane jackets, which are both decorative and protective. Smoking should not be allowed within the library as tobacco fumes are known to be injurious to books because ammonia is always present in them.

Cheap types of paste board (not well rolled) sometimes used for binding books are often a source of pests. Either the cheap paste board in the binding should be removed or, to prevent the pest from leaving the board and attacking the pages strong scented dry neem leaves and tobacco leaves should be placed in between the boards and the pages on both sides. To the infected boards, if it is not possible to remove them, refined kerosene oil should be applied on the infected areas with a soft brush.

Books which rarely receive air and light should at intervals be exposed to the morning sun for a few minutes. Leatherbound books should not be so exposed. The period of exposure should be very short viz. 3 to 5 minutes. Over exposure will damage considerably both binding and paper.

As a preventive against insects a library should be dusted with D.D.T. powder and sprayed with flit at regular intervals. Camphor, naphthalene, borax etc., in little linen bags, should be kept on the shelves.

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CHAPTER XI

LIBRARY STATISTICS

In all spheres of human activity statistics have been given importance in planning and control. Library statistics provide the administration with the basic facts about a library. They give interesting portrait of the library and help to shape its future policy for getting more books, more staff, library equipment, new buildings etc. They are useful to the library committees as an indication of achievements and the demands made upon library. The figures of income and expenditure for a particular year form the basis of the following years' estimates. Statistics contribute a lot to the basis of library development. They also reveal the weaknesses and strength of the library. It also indicates to some extent the tastes of readers and demand made for certain subjects in preference to others. The other minor functions are to get publicity and provide data for the future. Statistics simplifies complexity, enlarges experience of the librarian and his staff and are the eyes of the library administration.

Statistics have also limitations. They fail to assess the value of reading in a library, if wrongly done and are also misleading.

As such, library statistics deal with the following main heads :

- (1) General
- (2) Income and expenditure
- (3) Stock
- (4) Departmental and branch issues
- (5) Membership

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(6) Total stock

(7) Books lent and borrowed through the inter-library loan system.

Statistics in the first category (General) are figures which are merely produced for the annual report and take little time to work out, but those against items 2 to 7 are based on "Statistics maintained daily over the whole year by the various department of the library".

Other minor heads are :—

(8) How much population of the area is served.

(9) Service point-branches.

(10) Strength of the staff.

(11) The average attendance of the staff.

Forms of presentation :

1. Summarised form, stating in words each part of service followed by total figures and sum of money.
2. In the form of graphs, or that of symbolical diagrams. The Chief consideration, however, must be that the presentation of the figures on the graphs and the substance denoted by them must be readily intelligible on the common observation,

Basic Principles

The following basic principles are observed in this connection :—

1. To formulate a clear statement of the purpose of the library or to simplify data.
2. To select criteria and to determine methods for collecting the statistics.
3. It must be a continued process of improvement.

It would be better if the provision be made in the legislation as an important item as in the foreign countries. In Andhra and Madras, Library Legislation provides this provision and every year the report on the working of the libraries is submitted to the Government. Some libraries consider the

work relating to the statistics, as the top most. Previously in U.K. this process was not considered necessary and there was no uniformity in compiling the statistics. But when Macolovin submitted the report, the process was given a special attention and in most libraries separate statistical sections were established. Its function is to collate in order the statistical data as provided by every section of the library.

According to Mr. Corbett the library statistics should be maintained under following heads :

- (a)
 1. The population of the area.
 2. Number of library buildings.
 3. Mobile libraries.
 4. Delivery and deposit stations.
 5. Number of staff working in the libraries.
- (b)
 1. Income and expenditure of libraries.
 2. Income by the sale of the catalogues.
 3. Interest from the endowments.
 4. Charges from the use of hall.
 5. Income from the sale of old newspapers.
 6. Over-due charges and the compensation of books.

Expenditure will include all expenditure of the library on books, periodicals, printing and binding, salaries of staff and wages, instalments of loan and any insurance, heating, lighting water and other miscellaneous expenditure.

Statistical methods have not been given importance in libraries to the extent that is desirable. The reliable method of maintaining the statistics is to formulate set of rules to be used by all libraries in presenting statistics. Statistics should not be used in an attempt to show how much better of one library is than that of another but should reveal tendencies and factors which lie hidden behind crude data. It may prove to be of use at any time under any circumstances. Keeping wasteful statistics for miscellaneous items like persons using the newspapers, receipt or despatch of overdue notice should be avoided.

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CHAPTER XII

ANNUAL REPORT AND LIBRARY BUDGET

Report, prepared to review the working of a library during the preceding year, is known as the Annual Report. The Annual Report of the Library Committee is the summary of its labour, and is often the most direct means of contact between the Committee and the community. This can both be a record of progress and new ideas and over a series of years, may be the story in serial form, of the working of the library. Sometimes annual reports are dull, as they are framed to a regular pattern that the year under review has been the most successful year in the history of the library.

The library report ought to carry the following information :

- (1) Title page.
- (2) List of members of Committee and library staff.
- (3) Narrative part.
- (4) Statistical part.

The title page of the report should have good paper and must be attractive. List of members of Committee and library staff is generally given on half title page.

The annual report of a library is best prepared in two parts. *i.e.* (3) Narrative and (4) the Statistical. Both should deal with the matter to be presented in broad groups :

- (1) Book-stock.
- (2) Membership.
- (3) Book Issue (Library service).
- (4) Staff.
- (5) Building.
- (6) Finance.

Each group is an integral part of the system. Big libraries will add departmental sections to the report. A good

introduction may be given to summarise the main features of the year's work, which should indicate both achievements and failures and also indicate future developments which, if progressive, year by year, can be very effective. It is not given to every one to be able to write well, and the best method is to say what needs saying as simply and as briefly as possible, and without any straining after-effect. The main thing is to say something that is worth saying.

Following the introduction comes the section of the report, and then, where they are included, the departmental surveys.

(1) *Book Stock*: The report on book stock should give the particulars of additions and withdrawals, showing thus the strength of stock at the beginning and end of the year, under review. Particulars of special purchases during the year, and the anticipated trend of purchases during the immediate future should also be given. Attention should be drawn to any gift of unusual importance. If there have been opportunities to acquire desirable additions to the book stock during the year that had to be foregone through lack of money, this should be pointed out here, though it will call for fuller mention, in the section dealing with finance.

(2) *Membership*: The subject of membership will not effect libraries of (i) Universities (ii) Societies, but is an important part of the affairs of public libraries. The main facts to chronicle are the total membership and the comparison of this with that of previous years, but variations in practice in libraries produce results which make it difficult to compare membership of the libraries of different authorities.

(3) *Issue of Books*: The section of the report dealing with the use made of the library, usually called 'issue of books' should be partly narrative and partly statistical. The trend of reading should be reviewed and details may usefully be given of the books that have been in greatest demand through the year.

Most libraries have a system of reserving books specially required by members, a system often confined to non-fiction and details of the use made of this service should also be given in the report.

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The statistical table should be arranged so as to show the number of books issued in each of the main branches of knowledge, as divided by the scheme of classification in use, in each of the departments of the library. Comparative figures for the previous year should be added by way of comment to show increases or decreases.

The use made of the interlending system of book should be dealt with here.

(4) *Staff*: The report on staff is often limited to a statement of improvement of qualifications during the year but sometimes all transfers in staff are recorded. Other activities that call for mention are lectures given by members of the staff outside the library on the organising of some special exhibitions etc. by them.

(5) *Buildings*: The subject of building is important in the report. Systematic plan of decoration and paintings should be given. It should draw a programme of items that need attention during the year i.e. paintings of walls, ceiling, plumbing etc.

(6) *Finance*: The report on finance for the year will be mainly in the form of tables of income and expenditure, but when desirable, a narrative report should be added to explain special details. With the increase of higher expenditure on books and high standard of living expenditure on up keep of libraries has considerably increased. Therefore larger funds will be needed.

Other financial matters are contributions to the funds received from other sources. All donations of money by gift or bequest should be mentioned.

In big libraries, it is sometimes the custom to follow the American practice of preparing separate departmental reports, each prepared and signed by the head of the department concerned. Such departmental reports would be prepared by Reference Librarian, the Librarian of the Central Lending Library, the Superintendent of Libraries, the Children's Librarian, Cataloguing Department etc. These special reports are particularly useful in bringing out the day to day progress of the departments, and give interesting comparison with the overall survey.

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LIBRARY FINANCE

Finance is an important factor to any organisation particularly to libraries, which must be based on sound financial foundation. The expenditure involved in libraries is incurred on building, books, establishment charges and staff salaries etc. In preparing estimates of these items, the figures must be worked out separately and later on put together into a reasoned and reasonable whole. The best way to prepare the budget is to survey the requirements of the institution for the coming year and to turn those demands into items of affairs is also necessary in this connection.

The best way to prepare a library budget is to have a list of headings covering all the library requirements which cost money. The following are workable headings.

- (1) Books, including periodicals and binding of books.
- (2) Staff salaries.
- (3) Upkeep of building, i.e. rent rate, insurance, light, heating, furniture and equipment, paintings and decoration.
- (4) Administrative charges i.e. postage, transport, travelling expenses, telephone.
- (5) Miscellaneous contingencies.

The allotment of the amounts under various headings require thought and calculations. They are subject to examination by the controlling authorities and then by the Finance Department and if there is any bad budgeting, the Chief Librarian may be called upon to explain. There should be sufficient library grants to meet the requirements of the readers. Estimates for salaries of staff depend upon the grades and scales of various posts as are determined by the authorities from time to time. The librarian should keep a check on expenditure month by month under each of the headings in the year's tabulation of estimates, so that he can spread his expenditure over the year's work. Strict business method is necessary in the spending of the money and all relevant library record of accounts be kept to avoid objections by the auditors. The auditors have delicate task to perform and therefore co-operation with them is very necessary. The librarian should

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have pleasant relations with his authorities particularly with the Finance Department. A sympathetic officer can be of great help to him in financial schemes.

BUDGET ALLOCATION

According to Headicar, the percentage of expenditure under the various heads should be :—

(1) Books	17.0 %
Binding	6.7 %
Newspapers & Periodicals	4.0 %
(2) Salaries and wages	44.0 %
(3) Upkeep of building	8.2 %
(4) Miscellaneous	20.1 %

Headicar suggested the figures, mentioned above, in his Book "*Manual of Library Organisation*" published in 1932. Since then the library profession has greatly developed. The modern view is as below :—

(1) Books	20%	(specially in India where labour is cheap)
Binding	4%	
Newspaper & periodicals.	4%	
(2) Staff salaries etc.	44%	
(3) Building	8%	
(4) Miscellaneous	20%	

Supposing Rs. 50,000 have been placed at our disposal and we have to prepare a budget for a public library, we shall work out the figures as follows :—

Books	20%		$\frac{20 \times 50,000}{100} = 10,000$
Periodicals & Newspapers	4%		$= \frac{4 \times 50,000}{100} = 2,000$
Binding	4%		$= \frac{4 \times 50,000}{100} = 2,000$
2. Staff	44%		$= \frac{44 \times 50,000}{100} = 22,000$

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3. Building	8%	$= \frac{8 \times 50,000}{100}$	= 4,000
4. Miscellaneous	20%	$= \frac{20 \times 50,000}{100}$	= 10,000
Total			50,000

Budget allocation for a library catering 1,00,000 population : 12% of the population are actual readers :

out of 1,00,000 will be : $\frac{12 \times 1,00,000}{100} = 12,000$ readers.

For one reader total amount required Rs. 5/-

For 12,000 readers total amount will be $12,000 \times 5 = \text{Rs. } 60,000$

Now the total amount is there; we can proceed on according to the formula given above.

In the end, it must be noted that good library service will largely depend upon sound financial administration. The Chief Librarian should be well-up in accounts and should have good relations with the Finance Department.

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CHAPTER XIII

TYPES OF EXTENSION WORK IN THE RURAL AREAS

The principle to be observed in any kind of extension work is that a special centre should be provided for any group of people who are cut off from a general service point. But the task of library extension is not over when the library first opens its door. It has only started.

The value of a library service depends on how much and how well it is used. There will be people who do not use it at all. This is chiefly due to ignorance about the service, misconceptions and lack of desire to use books. The extension work to be useful, must therefore adopt a few methods that have proved beneficial through experience.

The first method is to supply regular booklists newly accessioned to the county stock as well as books on special subjects. These booklists then should be supplied to local librarians and to readers on request. The librarian will do well to display them for the information of the readers. The second method is to arrange suitable book displays at local functions. Such displays are likely to bring good results, if books are attractively displayed and supervised by professional staff. Likewise displays in shop-windows have also been found effective.

At other times library-service display may be arranged in a village hall or empty shop and arrangements made not only to show different types of books but also other different services such as telephone enquiry service, music and so on. In this way the contact will be closer with every one who comes to see the display. It is desirable that publicity should be thoroughly resorted to in this connection, beforehand, in the

press and by posters. Handbills or letters should be sent to every home. To give healthy impression of the library, it must compare favourably with publicity in other spheres. Library displays at agricultural shows should be more attractive than the trade exhibits. They should be guided by capable staff who should explain the working of the library. Plentiful sign-posters also help a lot. A fuller utilisation of opportunities for publicity must be aimed at. There is still an ambitious method. It is to arrange week-ends or book-weeks with County Youth Service or similar institutions. The residential book-week-end gives a good chance for real instruction in the use of books; thus their knowledge is spread to a wider circle of friends and acquaintances. There is much scope in this type of work.

One defect which should never be allowed to mar the extension work is shorter hours. Opening of village centre for short hours deny any service to many residents who are unable to attend when the Centre is open. The library can give them valuable help, if it could be opened three days a week during the lunch hour or at a time when the visitors can easily afford to come to the service point. Where the readers live in such isolation, smaller vehicle in addition to a full-sized mobile library may be provided. It should be set up with a view to making contact with readers at home. There is no question of taking individual behaviour into account; the extension work should cater to people at large. Consequently time for such a service should be marked. The best time is to make it synchronize with market days, play readings, exhibition of educational and informative films.

To Conclude the main problem of the rural population from the view of extension work is, the way in which people are scattered and the method in which contact between library service and readers can be established. The greater our success in establishing these contacts, the more useful the extension work is likely to become.

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CHAPTER XIV

LIBRARY PUBLICITY

Library publicity means widespread dissemination of information about the library, its location, when it is open, conditions of loan of what it provides. Library publicity is not easy because the advertiser is to give reason of its use. Book displays and exhibitions during agricultural and horticultural shows; teachers' seminars, music and drama festivals and the like, serve the publicity purpose and give closer contacts with community activities. All organised groups and associations should be encouraged to hold meetings and discussions in the library. Displays in shop windows have also been found useful. There must be organised planning in library publicity; otherwise inefficient and ill-conceived publicity will suggest an inefficient library. The library authorities must ensure that its services are known to every one in the community. Repeated advertisements, plentiful sign-posts and the full utilization of opportunities for varied publicity are required.

The organisation of display can be managed in all well-stocked libraries but small libraries have to depend upon outside help because big libraries have an internal department. But it can be arranged on small scale also. Attention may be called to new books and to other new reading materials by placing such materials on a "New Book Shelf". Special attention may be called to particularly excellent books and to other reading materials by placing such materials on a "Have You Read This Book" Shelf; such materials may, of course, be old or new. Numerous libraries are setting aside a special day, known as library day, on which a programme is given on the purpose of the library and on proper ways and means of using it. It is the duty of the librarian to introduce books to readers

and he should ensure that the needs of readers are satisfied at the earliest. Unnecessary delays of any kind should not be tolerated.

Book jackets (dust covers) can be arranged on bulletin boards but require careful selection for accuracy in revealing book contents. Colour and design alone should not determine choice, for the items featured may be misleading. Out of date, torn and ragged posters and notices should be removed. Cleanliness of stock is very necessary. A special room with limited collection of attractive, readable books on many subjects is a boon to casual readers who are easily discouraged at the sight of too extensive an array of reading materials. Arrangement of books by subject interests, bringing together materials sometimes widely spread, by classification numbers often lures readers into field they could otherwise never think of exploring. Behind the whole idea of 'Internal publicity' is to render library service to its readers.

In short the two important aspects of library work should not be neglected. The first is to make libraries and their work more widely known and used and secondly, to improve the quality of the use made of them.

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CHAPTER XV

MOBILE LIBRARIES

The mobile libraries are post war developments in this country. These are miniature libraries on wheels, that travel in a circuit and make regular stops at community centres and at schools. These often stop at crossroads to serve rural areas. The size of book collection depends on the capacity of accommodation but it ranges from 800 to 4000. These libraries provide library service to places that would otherwise be difficult to reach. They are expensive but have the following advantages.

- “1. The wider selection of books.
2. The mobile can serve remote farmsteads which would otherwise have no service.
3. It is a regular service which can be relied upon all the year round whereas the Centre libraries, if housed in schools do not operate during the school holidays. Breakdown of the service due to bad weather is of course a possibility but this does not often happen.
4. It affords contact with qualified staff and offers a small collection of reference books.
5. Some mobiles can be used to effect schools and Centre exchanges and offer the respective librarians a fairly large choice from which to make their exchanges.
6. Mobile are in themselves an effective form of publicity and can in addition be used for publicity at agricultural shows and similar functions.”*

To render library service to rural areas is the most-pleasant job from the point of view of travelling and at the

*Corbett, E.V. *Introduction to Librarianship*. London. Clarke. 1963. p. 118.

same time the library staff develops personal contacts with readers.

Mobile van are fitted with shelves for books and a small counter. About 4000 books can be accommodated easily which can easily serve large population in rural areas. In big libraries it can be operated from the city Central Library and in accordance with the pre-arranged schedule of timings, can lend books at stoppages. The services of a qualified librarian are quite necessary so that expert advice to the readers on the selection of books and their enquiries is available. The experiment conducted by the Delhi Public Library and former Baroda State has been very successful and has proved efficient in this connection.

Book mobiles vary in type. It include trailers, Trucks, station wagons and buses. The type of van and its internal equipment needs careful consideration.

In designing the vehicle the capacity should be the main consideration rather than mobility. The vehicle should be attractive in appearance. The assistant's seat should be adjusted so that he may work either seated or standing. Natural lighting should be provided. A side window above the counter and styled rear windows can be helpful to lighting. In short care should be taken in designing the vehicle, its dimensions, the use of attractive colours, and shelf dimensions and heating etc:

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CHAPTER XVI

LIBRARY PRINTING, STATIONERY AND SUPPLIES

No library can run without stationery and supply of certain forms. The list below includes library forms and other supply in current use in all kinds of libraries.

Accession Register	Cards-Borrower's
Adhesive Tape	Cards-Catalogue
Alphabetical Guide Card- Charging	Cards-Identification
Angle Book Rest	Cards-Reserve Book
Application Cards	Cards-Shelf list
Band Dater	Cards-Special Application
Binding Register	Cards-Periodical Record
Binding Slip	Card-Posts
Blank Catalogue Guides	Case Label Holder
Blank Charging Tray Guides	Case Labels
Book Cards	Catalogue and Index Slips
Book Boxes	Catalogue and Shelf List cards
Book Labels	Catalogue Guide Cards
Book Order Card	Catalogue Instruction Guide
Book Pockets	Charging Tray Date Guide Cards
Book Plates	Charging Tray Alphabetical Guide Cards
Book Supports	Charging Tray Month Guide Card
Borrowers' Cards.	Charging Tray Classification Set
Borrowers' Register	Charging Tray Miscellaneous Titles
Borrowers' Tickets	Cloth made-Book Labels
Bulletin Boards	Coloured-Book Supports
Card Catalogue Cabinets	
Card Sorter	
Cards-Application	
Cards-Book	

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Counter Height Shelving	Printed Shelf Labels and Case Labels
Daily Record Slips	Paper made-book labels
Date Slips	Paper Gummed-Book Labels
Date Slips-Pocket	Printed Charging Tray Guide
Day Slips	Rack-Book Display
Day labels	Red Printed Labels
Dates	Red Printed-Book-labels
Dictionary Stand	Reserve Cards
Date Guide Cards-Charging	Record of Books Borrowed
Date Card Tray	Register-Accession
Guide-How to Use this Catalogue	Register-Borrower
Gift Book Plates	Register-Library Overdue Book
How to find a Book-Poster	Register-Library binding
How to use this catalogue Poster	Register-Loan
How to use this Catalogue-Guide	Register-Issue
Identification Cards	Register-Withdrawal
Issue Register	Register-Library Issue Statistics
Library Overdue Books Register	Selected Library Furniture
Library Binding Register	Shelf Labels
Library Issue-Statistics Register	Shelf List Guide Cards
Library Poster Holder	Shelf Label Holder
Library Posters	Sign Holder
Loan Register	Slip-Fine
Magazine Rack	Sorting Tray
Magazine Protectors	Stamp Pad
Miscellaneous Titles-Charging	Stamp Pad Ink
Month Guide Cards-Charging	Step Stool
Name or Sign Holder	Special Application Cards
Poster-How to find a book	Statistics Register
Poster-How to use this Catalogue	Summary Stock Register
Posters-Library	Tray-Charging
Periodical Record Cards	Tray-Date Card
	Tape-Adhesive
	Tape-Charging
	Tickets-Borrowers'
	Wood Poster Holder
	Withdrawal Register.

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APPENDIX

CIRCULATION SERVICE AND PUBLIC RELATIONS

An old-time Vaudeville comedian used to tell an amusing story of how he once went to a library to take out a book, but took out one of the circulation assistants instead. One can assume that the library assistant was charming and adroit in developing good public relations. Of course, she had a perfect right to be alluring, but no librarian has the right to be more alluring than a book.

Public relations are a way of life and involve people, not things. Since they are concerned with the relationships of people, they spring from the individual. Like metabolism, public relations work goes on all the time, so relentlessly that no one in public life can avoid it or ignore it. On the contrary, he should always be at the control and see to it that his public relations are good rather than bad, or indifferent. The degree to which a person gets along well with other persons, and they, in turn, get along with him, measures the effectiveness of his public relations.

Institutions, as well as individuals, develop public relations because institutions are after all merely groups of individuals. The public relations of institutions are rather tangled and overlapping, however, for they involve not only the interplay of human relations, but also the evolving policies and traditional practices of the institution. The dedicated staff members of an institution therefore have the twofold obligation of serving their patrons diligently and of shaping the policies of their institution so that it becomes a public benefit rather than a public hindrance.

In any library the public relations of circulation service

fall into two categories: individual and institutional. Since the personal relations of the staff members are no different from those of personnel in other library departments, they need no special consideration. Suffice it to say, ability and affability, cordiality and courtesy, eagerness and energy, and all the other desirable traits of an ideal public servant and the *sine qua non* for employment in circulation service. From the point of view of public relations, the circulation department is probably the most sensitive within a library for almost all of the patrons come to the circulation desk at one time or another. Just as the floorwalker and sales clerks of a department store can make or break their firm, the staff of a circulation department can build or destroy the reputation of a library.

In short, circulation assistants are the good-will ambassadors of the library. Their best efforts will be in vain, however, unless the institutional public relations are also kept in good repair. No matter how competent and pleasant a library assistant might be, he can never improve public relations if he is obliged to follow unsound policies or adhere to out-moded practices. He may become well liked and highly respected as an individual but until the library administration sets its house in order, the institution will be shunned by dissatisfied and irred patrons. Policies and practices, then, together with rules and regulations determine the matrix in which institutional public relations of circulation service have heretofore never been critically analyzed.

Before delving into the main problem, it is important to emphasize that the primary function of librarianship is education. Librarians strive by means of the printed page "to promote the advancement and diffusion of knowledge and understanding," which time honored phrase appears in the Charter of the Carnegie Corporation. The immediate goal of library circulation service is to induce patrons to borrow good books. Members of a well-managed circulation department also endeavor to persuade potential borrowers to become enthusiastic users. Thus, circulation service becomes analogous to merchandising. If a circulation librarian accepts this analogy, he should also adhere to the motto: "The

customer is always right". But, he must never take the motto literally. In his role as educator, the librarian cannot assume that the library patron is always right or always knows what he wants. One of the primary duties of a librarian is to teach his clientele, tactfully of course, how to use a library. To this extent only does the circulation librarian part company from the simon-pure merchandiser. The latter's ambition is to wait upon his customers in such a manner that they will continue to trade with him. What more could a circulation librarian desire to accomplish?

Having satisfied himself of the true nature of circulation service, a circulation librarian should examine his department objectively to determine :

1. Whether it bears a good reputation.
2. Whether its clientele is satisfied and pleased with the services rendered.
3. Whether its staff members are loyal, satisfied, and proud to be affiliated with it.
4. Whether top management has a favourable attitude towards the department.

Then and only then is he ready to develop a sound public relations programme. His study of the department will undoubtedly reveal, however, that the public relations will need to be remedial as well as constructive. The constructive public relations have to do with those policies and practices essential to the maintenance of a flourishing department, and the remedial with those modifications and improvements in policies and practices that are requisite for bringing the department up to par.

A few individuals are born with a knack for sustaining almost perfect public relations. Institutions are never so fortunate. Their public relations can be improved but they can never be perfected. The small patronage enjoyed by libraries is a clear indication of their shortcomings.

A library is inherently a makeshift. Since the cost is prohibitive and the maintenance too troublesome, most persons cannot assemble a well-rounded library collection. Communities of citizens or scholars therefore must pool their resources

if they expect to obtain any kind of satisfactory library service. Still, their needs will only partially be met by the libraries thus established. What an individual cannot provide for himself cannot assuredly be provided for him by society. True, a social institution is merely a group of individuals, but it never fulfills the aspirations of any one of the individuals.

Besides being a makeshift, a library is a compromise. For instance, it is apt to be inaccessible to many of its constituents, its books dirty and shabby, and its services not adequate to satisfy many patrons. Since libraries have not won universal acceptance despite the fact that they are free or are subsidized by compulsory subscriptions, there must be something basically wrong with them. The public relations of circulation service, as well as of the other phases of library service, must therefore be aimed toward the final removal of every deterrent to library use.

The institutional public relations of circulation service in a given library are profoundly affected by the policies, practices, procedures, rules, regulations, and traditions of the library. As C.A. Schoenfeld has pointed out, "Public relations, in the proper sense of the term, is primarily a matter of institutional conduct and only secondarily a matter of publicity." Perhaps the easiest way of analyzing the public relations of circulation service is to "wipe the state clean" of so-called institutional deterrents to reading, and focus attention upon an idealistic circulation department manned by an able and conscientious staff intent upon encouraging library patrons to borrow volumes from an excellent book stock. Would public relations be improved if all rules and regulations were abolished? Certainly if the rules and regulations were unsound. Might there not be, however, certain standard procedures and practices as well as helpful rules and regulation, that would be conducive to good public relations? Let us see what actual experience reveals.

In conducting any type of public service, the goal is always the same: to provide a client with whatever it is he wishes, just so long as other individuals are not injured in the process. In any library, the function of circulation service is to

provide patrons with desired books, efficiently, expeditiously, and if possible, economically. If a circulation department can achieve this goal, its public relations should be smooth and untroubled.

A librarian who is a stickler for rules and regulations and methodical procedures may sense that there must be something wrong with any proposal for carefree and rule free administration, but may not see at a glance how to controvert so appealing and disarming a suggestion. Let us, therefore, follow this rack to see where it leads us. Commencing with the public service motto: "Always assist a person in having his own way unless his way interferes with others," imagine a circulation department that operates on a *laissez faire* policy, free of all rules and regulations on the assumption that every patron will govern himself according to the Golden Rule.

An hypothetical patron visits this department and selects several books that he wishes to borrow. He takes them to the circulation desk and his library negotiations begin. Since he has made his own choices, he presumably knows what he wants, though from the excessive number of volumes that he has garnered, a librarian might suspect that his "bite" is bigger than his "chew". In the light of the accepted motto, how far can the librarian go towards accommodating him or at least placating him? If he has chosen too many popular titles, other patrons may be inconvenienced. He and the librarian must therefore bargain to reach an agreement as to the optimum number of volumes that can be granted to him without injury to other library users. Since there are no existing rules or regulations, he next must declare how long he intends to retain the volumes. Now he is apt to fret for he has not given this question any thought. All he wants to do is to take some books home to read. According to a fundamental law of human behavior, "men seek to gratify their desires with the least exertion." The borrower wonders why the library has not established a regular loan period for the lending of books? Here he is thwarted in his desire to borrow books simply because the library has neglected to adopt definite procedures for the conduct of its circulation department. It is conceivable

that every book chosen by him could be charged for a length of time commensurate with its depth and breadth. In order to wind up the transaction, however, let us assume that an agreement is reached allowing withdrawal of the books for a period of four weeks. After the patron leaves, the wearied librarian realizes that every loan transaction cannot be turned into a "production number."

It there is a moral here it is that books should be issued for a specified length of time in the interest of good public relations if for no other reasons. Most public and academic libraries do establish definite rules governing loan periods and the number of volumes that may be withdrawn at any one time. Special libraries, on the other hand, often permit an unlimited number of books to be withdrawn for indefinite periods. In practice, collegiate libraries ordinarily extend similar courtesies to faculty members and graduate students. The tendency, however, is to formalize the charging of books, thereby enabling staff members to serve a large clientele expeditiously and efficiently. Definite procedures and sound regulations can therefore actually foster good public relations, but they must always be reasonable, and never inflexible. Exceptions should not only be countenanced but encouraged. Since library service is designed to meet the needs of the individual, librarians should consider carefully the needs of every patron.

It is the inflexible enforcement of rules and regulations that discourages readers, arouses animosity and discontent, and eventually destroys another wise good public relations programme. Very few library patrons become disgruntled in a library where every staff member applies the rules judiciously without undue inconvenience to the patrons. A library staff can actually "have its cake and eat it, too," if the basic maxim of allowing every patron to have his own way is fostered by carefully planned procedures and sensible practices.

The major problems that arise in circulation service result from the multiplicity of rules and regulations many of which are neither understood nor appreciated by the patrons. It is sheer folly for a circulation librarian to deny a borrower fiction books unless he also selects some works of non-fiction. This

procedure merely creates the impression that the librarians are bureaucrats intent upon discouraging use of the library. Extending this idea, the librarian who refuses to accept telephoned renewals is simply unaccommodating, inefficient, and unbusiness-like. There is more than one way "to skin a cat." The library that extends its loan period from two weeks to four weeks effectually reduces the number of requests for renewal without jeopardizing its public relations.

It must be remembered, however, that public relations are unpredictable. If they were not, there would be no problems in public relations, and all circulation services could be as standardized as an electric light socket. Enhanced privileges do not invariably meet with public favour. A few years ago, an academic library lengthened its loan period from two weeks to four weeks, confident that every one would be pleased with the new policy. There arose such a clamor among faculty and students that the new procedure had to be discarded. The reactions of people to well-intentioned innovations cannot be foretold. Since human inertia is a strange phenomenon, the clientele of any establishment must be persuaded not shocked into acceptance of change.

As yet no one has found any a priori basis for determining an optimum loan period for books varying in size from fewer than a hundred to more than a thousand pages. Until an optimum is discovered, most librarians will have to be content to specify two-week or four-week loan periods excepting for books in great demand. When a librarian decides to refuse renewals, public relations should not suffer provided generous provision is made for a patron with a legitimate request for extension of the loan period. It is axiomatic that public relations suffer whenever a request is denied. Consequently, a librarian is justified in an adamant attitude only when other patrons have requested a book that a borrower wishes to renew.

This extended recital of a circulation transaction devoid of rules and regulations has been presented in order to demonstrate that rules and regulations can justifiably be enforced in the public interest, but it should be emphasized that rules and regulations would be totally unnecessary in a library with only

one patron. Traffic regulations and "rules of the road" are essential because a library has many patrons and strives continually to attract more.

In most libraries books are not in great demand during the summer months. Some public libraries, therefore, advertise extended loans in an effort to encourage vacationists to borrow books for extended loan periods. As the amount of reading accomplished during vacation months is small and library shelves are overcrowded, the vacation loan privilege is at least good publicity if not too significant in terms of improved public relations.

Standardized loan periods naturally imply a policing system for the retrieval of overdue books. Whether the penalty is the mild two-cents a day charged by most public libraries, or the more drastic ten to twenty-five cents per day assessed by collegiate libraries, the results are the same. A fine is a fine and never enhances a library's public relations. The circulation department of a library probably loses as much goodwill through the assessment of fines as it would from employment of short-tempered staff members. In spite of this, most librarians believe that library fines must be assessed to insure the prompt return of books. Their point of view has never been fully proven; library fines may actually be ineffectual. Small departmental libraries on university campuses are known to operate successfully without the assessment of fines. A few small and moderate-sized public libraries have abolished fines without dire results. So far as is known, however, no large university or public libraries have dispensed with fines.

If a delinquent borrower can be made to realize that library does not benefit from accrued fines, he may not feel too bitterly about the assessment, but he is still not going to accept it graciously. (Is there a librarian in America who can truthfully say that he does not mind paying a fine for traffic violation?) Though university library fines are relatively high, cost of collection is too great to allow for any contribution to university revenues. In contrast, the fines charged by public libraries, though low, accumulate rapidly and have a beneficial effect upon municipal revenues. The librarian of a public library

might therefore hesitate before dispensing with them. Perhaps some bold thinking should be done on the problem by both public and academic librarians.

There are several neat little questions concerning the knotty problem of fines. Should they, for instance, be permitted to accrue after they exceed the price of a book? Considered logically, fines are penalties and should therefore have no relationship to the price or value of a book. Logic, however, is seldom the key to good public relations. No borrower retains good will towards a library that charges him a ten dollar fine on a three dollar volume even though he may accept full responsibility for late return.

To be considered along with fines are charges for lost books and penalties for mutilation. In connection with these matters, a librarian serves more as a public custodian than as a reader's advocate and should if necessary, be indifferent to public relations. Borrowers who lose books or keep them out too long are often among a library's best patrons, but vandals should never be considered in a well-directed public relations programme. This is the one phase and only phase of a library's public relations programme that can be negative.

With further reference to library policing, some of the larger institutions employ guards or bouncers. The latter have very little relationship to circulation service, but it is probably unnecessary to state that guards at portals have a stifling as well as salutary effect upon library habitues. Obviously, incunabula and other rare treasures must be protected against thieves and vandals. Otherwise, guards are of no great advantage, since their salaries amount to much more than the pilferage: they only partially check. Furthermore, they do not contribute to the growth of a library's good will. The average person does not like to be under constant surveillance and restraint. There are a few Pharisees in every group who will heartily approve of guards and will applaud a library's efforts "to protect its properties" and, dare one add, inconvenience its patrons? Weighing the advantages and disadvantages of guards; it is safe to conclude that guards are not a boon to good public relations.

Before proceeding further in our analysis of the public relations of circulation service, careful consideration should be given to the repeated use of the word, "public". J.H. Wright and B.H. Christian have defined public relations as "a planned programme of policies and conduct that will build public confidence and increase public understanding." What do they mean by "public"? Other authorities attest that there are as many publics as there are individuals. A person can easily cope with an infinite number and variety of publics since all he has to do is play the proper role, adjusting himself to the traits and characteristics of those with whom he does business. As Shakespeare observed, living is acting and everyone is acting all the time. For instance, a man behaves differently in a tavern from the way he conducts himself in a tabernacle.

So it is with his public relations; if wise, he responds appropriately in all his relationships with other persons. This is not to imply that good public relations come naturally. They must be cultivated and nurtured. Even then, a man cannot hope to succeed all the time. He is bound to displease certain persons. Incompatibilities arise in spite of mutual desires for understanding. Most of the time, however, man can succeed in his public relations because he is resilient and adaptable.

Institutional public relations are, on the other hand, necessarily troublesome because rules and regulations, practices and procedures, are fixed and unresponsive to individual differences. A rule that pleases some persons will; displease others. Non-smokers rejoice in seeing "No Smoking" signs, while tobacco addicts are disdainful of such signs and ignore them whenever possible. Thus, it is impossible for an institution to devise a "single packet" public relations programme. It must address its best efforts to its various publics separately. In library circulation service the publics are legion. To reach them in any other manner than a *laissez faire* fashion; it is necessary to group them into appropriate clusters. Therefore, in developing a sound public relations programme a circulation department must know its grouped publics. They can, of course, be divided into a myriad of minority groups and

arranged in many different combinations.

For all practical purposes, however, the significant publics can be reduced to a workable minimum. A circulation department serves men and women; boys and girls; teachers and students; working men and housewives; and business men and professional men. These are its primary and most important publics. It is seen that there is considerable over-lapping in publics; boys and girls are also students. This does not matter; one type of service can be provided for boys and girls, and a more specialized service for these same patrons in their capacity as students. Incidentally, a circulation librarian also has relations with book dealers, equipment dealers, other library staff members, colleagues in other institutions, and top management, but it is to the major groups that the public relations of circulation service are chiefly directed. Each of the major groups develops its own public opinion based upon its own interests. In a public library, the business men may frown upon the harboring of tramps and loafers; in an academic library, the studious readers may frown upon the frivolous students who look upon the library as a rendezvous. In other words, every group is a special interest group consisting of special pleaders, and a circulation department must endeavor to serve all groups impartially and diligently.

As stated earlier, good public relations cannot be predicted upon the notion that each group can actually have its own way. In its negotiations with its patrons, a circulation department must endeavor to work out adjustments and compromises that will do justice to all; and adequately provide for the vast majority of patrons. In some instances, therefore, good public relations programmes must be aimed towards retaining public confidence and understanding while at the same time denying certain urgent requests. Consequently, after delineating the various publics that it serves, a circulation department needs to obtain facts about each group. What these publics want, what they think about the library, why they think the way they do, and how they arrive at their opinions are questions of utmost importance in developing good public relations programmes. Actually all that a librarian must do is to place

himself in the position of the public and decide how he, too, would like to be served. He is not likely to go far wrong if he relies upon this simple procedure unless he happens to be so abnormal as to be unable to understand the point of view of another person.

Every service that a circulation department renders has overtones affecting public relations. Rental collections, sometimes euphemistically referred to as pay-duplicate collections, are nowadays taken for granted and generally accepted by library patrons. The propriety of a public library or tax-supported university library maintaining such collections has never been resolved. The library public anxious to obtain new books while they are still relatively clean and popular will approve highly of such collections. The library public that expects every book to be available free of charge will view such collections with misgivings. From time to time, small shops that maintain their own rental collections complain bitterly when a nearby library installs a rental collection. The possibility of arousing resentment and animosity should always be taken into account when a library projects new services. In other words, before establishing a rental collection a circulation department must take all of its publics into consideration. Rental collections have flourished in one community and languished in others. Some have aroused enough enmity to warrant abandonment.

Circulation librarians should be innovators and experimenters. A new service however well planned may fail or cause unrest, but it can usually be scrapped and forgotten without too much trouble. Some librarians dread the necessity of reversing themselves and believe that they will lose caste when a well-intentioned innovation backfires. If only they would realize that they are engaged in public service and are appointed to serve their clientele rather than to hew to their own personal likes and dislikes. A library exists for the patrons, not for the librarians.

A number of convincing reasons for dispensing with the registration of borrowers, and the issuance of library membership or courtesy cards can be marshalled. If the registration

work in circulation departments could be dropped, libraries would undoubtedly save considerable sums of money. Practically everyone over the age of sixteen carries a plethora of identification cards. Why should a library go to needless expense to issue still one additional card? There are cogent reasons enough for supplying patrons with library membership cards, but even if there were not, good public relations would be the clincher. The truth of the matter is that people like to register and receive membership cards if the amount of red-tape involved is not excessive. To have a special card made out in one's own name inflates the ego. A patron of a library likewise would presumably have a greater affinity for and attachment to a library with which he is duly enrolled and officially authorized to carry a membership card.

Logic, efficiency, and economy are not nearly such effective tools of public relations as are appeals to man's pride and vanity. Simple souls are not the only ones that like to have their vanity massaged. Prominent citizens, V.I.P.'s, and other persons who are ambitious to be leaders early develop an inordinate amount of vanity. A sophisticated scholar, for instance, recently inquired of a university librarian what he would need to do to obtain stack privileges. When he was informed that he did not have to do anything at all, and that the librarian was pleased to open the doors of the establishment to him, the scholar left the librarian's office crestfallen and rather dubious about the privileges that had been extended to him.

One of the pleasures of work in a circulation department is the librarian's duty to cater to public opinion, not to attempt to reshape it. The librarian has nothing to foist on the public but can devote all his attention to lending books courteously, efficiently, and enthusiastically. A library patron is not greatly affected by a particular charging system so long as it does not retard him or put him to great inconvenience. Since everyone is a creature of habit, however, and endowed with inertia, a change in charging systems may upset patrons unless full discussion and description precedes installation. This is particularly true if a "Do It Yourself" or self-service charging

device is being considered. Americans have a penchant for gadgets and machines and machine charging is likely to appeal to the majority of readers.

Free access to all the books in a library collection is becoming the rule of the day. Many academic libraries now open their book stacks to all comers and new collegiate library buildings are being constructed with this end in view. Public libraries are also following the same pattern. In the liberalizing of stack privileges, there are two publics to be kept in mind; those who previously had access and those who newly acquire the right. Ordinarily, the latter public should be enthusiastic over the liberalized policy, whereas those who already had access gain nothing in the transition but actually lose the exclusiveness previously enjoyed. Naturally, they view the evolution as a revolution and will probably resent the change until they discover that they are not greatly affected by the extension of service to others.

If the book stacks are opened to the public, a circulation department immediately has a new public relations problem. The amount of internal housekeeping resulting from the change is appreciable. The books must be kept in good order on the shelves and shelf-reading carried on continuously. There is not much that circulation librarians can do about dingy shelves or shabby volumes but they can keep the books in proper order on the shelves. Otherwise, public relations will deteriorate and patrons will be heard to complain, "You can't find anything in that library," or simply "The place is a mess."

Competent and intelligent staff members contribute greatly to the public relations of a circulation department. A library assistant who can speak with authority and conviction is bound to win friends for a library. In every library there are numerous opportunities for educating library patrons. Youths and newcomers may be instructed in the use of cards catalogues as well as the intricacies of the library's classification system; in short, how to be at home in the library and serve themselves. Perhaps in no better way can a circulation assistant endear himself to library patrons than by his ability to make appropriate substitutions when desired books are not owned by the library or are

charged out to other patrons. A librarian can go one step further. After learning a patron's likes and dislikes, he can recommend old favorites or new acquisitions that are sure to please. This presupposes, of course, that the librarian has good common sense as well as a sound grasp of the nature and contents of the book stock.

Since the members of a circulation department serve the vast majority of a library's patrons, they have innumerable opportunities to enhance the public relations of the library. They can, for instance, invite borrowers to recommend books for purchase; notify patrons when sought after books are returned; and extend as many courtesies as possible, and thus win good will and gain the confidence and trust of readers.

No attempt need be made to delineate each and every way in which circulation service affects public relations. The services analyzed have been chosen because they lend validity to the notion that rules and regulations, procedures, and practices are detrimental to good public relations unless they are wisely administered. Similar analyses of the hours of opening; the segregation of questionable books on restricted shelves; the handling of books that must be used in the library only; the delays in service resulting from late acquisition of new titles, publications tied up at a bindery, and slow service at the delivery desk; inconvenience occasioned by the decentralization of special collections; inaccessibility of the library; parking difficulties; loans to non-residents or outsiders; assessment of special fees; and merely the absence of books from the shelves, would further reinforce the evidence. Everything that takes place in circulation service makes an impression upon library patrons.

The indirect negotiations conducted by circulation department librarians through correspondence or telephone calls are particularly important in public relations. However they do not involve unique problems. Post-card overdue notices and other library forms must be couched in well-chosen terms if good public relations are to result. Telephone technique and courtesy are also essential to good public relations.

Publicity is often confused with relations whereas it is

only one of the minor and least important phases of the broad problem. A circulation department can cultivate very fine public relations without taking the trouble to publicize its services. Nevertheless, public relations work is often jocularly defined as "doing a good job and telling the world about it." Library publicity should simply be used to acquaint the public with the library's aims, accomplishments, and resources. Other types of publicity might be amusing, harmless, or even innocuous, but in the long run they would be inconsequential.

The staff of a circulation department has an obligation towards colleagues within the profession. The professional library journals afford the best means for informing colleagues of progress in the field of librarianship. If a circulation department invents a new kind of charging system or devises a new workable procedure, other librarians should learn of it through articles in the journals. Such efforts on the part of librarians are of two-fold benefit: they help to publicize a library, and, what is more important, provide other librarians with just the information that they may have been seeking.

What circulation librarians do, how they perform their duties, what they say, what they write, and the impressions they make upon library patrons determine to a large extent the success of their public relations. In other words, performance and conduct are the true gauges of good public relations. When all is said and done, people are the primary consideration in public relations. We are therefore well advised to conclude that the Golden Rule, "Dealing with others as we would have them deal with us," is the best prescription for public relations in circulation service. "Whatsoever a man soweth, that shall be also reap."

Supplementary Readings

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APPENDIX

SOME LIBRARY TERMS AND ABBREVIATIONS COMMONLY USED

Accession number :	The number given to a volume in order of its supply.
A.L.A,	Associate of the Library Association.
Anonymous	A publication in which the author's name does not appear in the book.
Apograph	A copy of a original manuscript.
Aslib	Association of special libraries and information Bureaux.
Author entry	Entry made under the name of the author of the work in the Catalogue.
Back number	Any issue of a magazine or newspaper proceeding the current issue.
Bibliography	A list of books or articles on a given subject or of one particular author.
Biography	History of the life of an individual.
Bill	A draft of a proposed law which is introduced in a legislative Assembly.
B.N.B.	British National Bibliography.
Booklet	A small book or pamphlet.
Borrower	A person to whom a library lends books. Also called a member of the library;
Date of issue	The day on which a book is charged to a member of the library.
Dummy	A small piece of wood which is used to replace a book out of its regular position.

F.L.A.	Fellow of Library Association.
Format	The physical characteristic of a book.
Handbook	A manual or a small reference book.
Imprint	The place and date of publication, the name of publisher.
Inventory	Stock-taking.
L.A.	Library Association.
L.C.	Library Congress.
Manuscript	A work written by hand.
Main entry	The chief entry in a Catalogue usually under the author.
N.B.L.	National Book League.
N.D.	No date'
Out of print	The publisher has no further copies of a book for a sale.
Out of stock	Not available.
Pamphlet	A publication consisting of a few pages. It may have no cover or be in a paper covers.
Periodical	A publication consisting of a few pages. It may have no cover or be in paper covers.
Place of publication :	The place where the publishing house prints a book and is located.
Posthumous work	A book first published after the death of the author.
Publisher	The firm responsible for the marketing of a book.
P.A.	Publishers Association.
Rare book	A book which is difficult to find in the book market.
Serial	A publication issued in successive parts, usually appearing at regular intervals. It includes periodicals, annuals, transactions, etc.
Series	Volumes usually related to each other in subject matter.

LIBRARY ADMINISTRATION

Sheaf Catalogue	It is a Catalogue formed by slips, cards or sheets arranged in a binder.
Shelf List	It is a record of books in a library arranged in the order of classification of a library.
Title entry	An entry in a catalogue under the first word of the title, not an article.
U.D.C.	Universal Decimal classification.
U.N.E.S.C.O.	United Nations Educational Scientific and Cultural Organisation.

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