

HUMAN RESOURCE MANAGEMENT (HRM)

Introduction

- ◎ Of all the resources available to the management of an organization including Library/IC's human resource is the most vital and crucial one.
- ◎ At the same time it is a complex entity that makes its management extremely difficult.
- ◎ Management and behavioural scientists have made extensive studies on the problem of HRM.

- Human resource Planning and Development constitutes the strategic methodology to utilize manpower effectively and efficiently to achieve aims and objectives.
- Human Resources are the most vital and valuable ones that enable the utilization of all other resources effectively.
- It is comparatively recent perception of management specialists to view.
- HRM as requiring greater attention than looking at merely as control and deployment functions of personnel.

- In recent decades the facets of HRD are studied in depth while keeping in mind the following of an organizations:
 - Survival and Stability
 - Growth and Development
 - Change and Diversification
 - Providing highest quality in products and Services
 - Playing a leadership role in the field
 - Obtain goodwill and reputation through customer satisfaction.

What is HRM?

- **According to A. E. Benn:**
- “The activity which directs human resources into a kind of dynamic organization which accomplishes its goals through provision of opportunities for maximum individual contribution under desirable working relationships and conditions; it includes selection, allocation, utilization and development of employees, as well as improvement of working conditions to obtain maximum productivity and efficiency under consideration for individual and human elements”.

- ⦿ **According to O. Tead and H. C. Metcalfe:**
- ⦿ HRM is - “The direction and co-operation of human relations of any organization with a view to getting the maximum necessary production with a minimum of effort and friction and with a proper regard for the genuine well-being of workers”.

Proper Administration/ Management

- Which needs two important requirements
 1. Dynamic organization
 2. Healthy working condition.

Need for HRM

- ① Management of personnel force is one of the important task of any organization.
- ② Even though, mechanization is all pervasive and computers replace the human force, the need for human force appears to be inevitable in the organizations.
- ③ No organization can run without manpower. It is particularly so in the case of library and Information Centres.

- There are various types of jobs to perform carefully and efficiently.
- It requires technical knowledge, common sense and skills to perform several functions in the library.

For Ex. Staff identify the information needs of Clientele and provide the books/Information which can satisfy their requirements.

- It is the task of the librarians as a manager to coordinate the energies of his library staff and Channelise in a right direction to achieve aims and objectives of a library.

Scope:

- ⦿ HRM is mainly deals with
- ⦿ Recruitment and classification of employees;
- ⦿ Salary administration;
- ⦿ Training and staff development;
- ⦿ Performance evaluation;
- ⦿ Personnel policies, including grievance procedures; and
- ⦿ Possibly unionization.

Activities of HRM

- HRM is a staff function.
- It is advisory in nature.
- Formulation of policy and development of plans.
- Stuffing which includes discovering, securing, selecting and place manpower.
- Controlling working conditions.
- Providing various services to employees.
- Review and appraisal.

Qualities of HRM

- Advise the high command on all matters of personnel policy.
- Advise and co-operate with the Executives.
- Act in salary determination.
- Direct personnel dept. efficiently.
- Represent company in employee activities.
- Render personal service to employee.

Aims of HRM

- ⦿ Optimum/ Maximum output.
- ⦿ Development of employees capabilities.
- ⦿ Developments of team spirit.
- ⦿ Continuous vigilance.

Importance of HRM

- ⦿ It is men/women who run an organization.
- ⦿ Two Channelies the human energy in a proper direction.
- ⦿ Proper utilization of personnel.

HRM in Libraries

- ⦿ Personnel means-people
- ⦿ Administration means the responsible for accomplishment.

Objectives of HRM

1. To secure, retain, utilize and development of an adequate staff by which to carry on efficiently the operation of the library; and
 2. To help fulfill the aspirations and capabilities of the individuals who compose the staff.
- No library can provide efficient and effective services without adequate and competent Personnel.
 - The library's unique function of serving as one unbiased, non-partisan bureau of information for the people calls for personnel of the highest competence and indignity.

Functions of HRM

Job analysis

- Examining the job minutely. Job analysis finds out what to do? And determines the best method of doing it and the qualifications required to be also to do the job satisfactorily.
- The data are to be collected and it should be reliable and accurate.
- Job analysis implies the process of analyzing a given job in two different distinctive items, in order to estimate the quantity of work involved and the type of qualification required in the performing those jobs.

- It enables management to assign the work to suitable employees on the basis of their qualifications and technical expertise.
- It also helps to fix up the salaries to persons who are performing various types of jobs on the basis of physical and mental skills each job requires and also responsibility in each type of job.
- For the purpose of manpower planning, job analysis may be defined as the "process of analyzing a specific job based on the various tasks involved, machines and equipment/tools used.

- It consists of collecting, consolidating and recording various items of job information.
- It includes a job description and job specification. Job information can be gathered by using any one of the following methods:
 - Job observation;
 - Analyzing questionnaires filled by employees giving job details;
 - Interviewing employees to obtain data for each job;
 - Employing checklists;
 - Maintaining a diary; and
 - Compiling information gathered by team of experts.

ADVANTAGES OF JOB ANALYSIS

- It defines employees needs in concrete terms.
- It specifies the duties and responsibilities implied in each job.
- It assists in organisation, planning and provides coordination.
- It helps in determining job opportunities available in each type of organization.
- It provides a specific base for fixing wages and salaries of various types of jobs.
- It helps in experimenting modern devices like time and motion studies.

JOB EVALUATION

- **Job evaluation-** means measuring the value of a job or particular job. While comparing one job with another.

METHODS OF JOB EVALUATION

- Job classification
- Job Ranking
- Factors comparison method
- Point system
- Self Rating method
- Mutual Rating method
- Merit Rating method

Advantages:

- For determining the relative value of jobs.
- The employee-employer disputes over the salaries etc., are reduced to the minimum.
- It is useful tool for taking decisions about transfer, promotion etc.

Disadvantages:

- Competent valuers are not easily available.
- Job evaluation is complicated affair.
- No one evaluation plan is applicable to all institutions.

JOB DESCRIPTION

- ⦿ Job description implies the enumeration and the description of each operation in a job and responsibilities involved.
- ⦿ It lists out required materials, tools, equipment and machinery for each job.
- ⦿ It also provides conditions of work, and the indication of relations to other jobs.

- Therefore, job analysis and job description are very important and basic in the library management to identify and estimate the work involved in various jobs and who has to perform such jobs.
- It also forms base to fixing up the salaries of such persons.
- Job description implies recording of the following data concerning each job analyzed:-
 - a. Principal duties to be performed and responsibilities involved are outlined.

- b. Operations involved in each job are listed in proper sequence.
- c. Requisite materials, equipments, machinery and tools etc. are listed.
- d. Conditions of work i.e. surroundings, the time of work etc. are stated.

- e. Relations of various related jobs are indicated.
- f. Mental and physical abilities for performing a job. The kind of training and the length of experience required.
- g. Salary payable along with other fringe benefits are stated.

METHODS OF DRAWING UP JOB DESCRIPTIONS

- Job descriptions are used in evaluating the job and its grade and salary.
- It is also used in the selection, appraisal and training of staff.
- The usual methods used are chosen from the following:-
 - Job holders are asked to write their own description of the job.

- The immediate supervisor writes the description, with or without the participation of job holder.
- The supervisor or an outside job analyst carries out a detailed 'observation' of the work being done.
- Job holders are asked to keep work diaries over a period
- Combination of these methods are used as a check on the reliability of any one method.

Content of Job description

- ① Statement of propose, objectives of the job.
- ① Main Tasks and Duties.
- ① Place of the post in the Library's staffing structure.
- ① Contacts outside the library.
- ① Scales and working conditions.
- ① Organizational Factors.

PROBLEMS ASSOCIATED WITH THE JOB DESCRIPTIONS

1. They must be updated, otherwise they become irrelevant.
2. They must leave some scope for initiative you and innovation on the part of job holder.
3. Post-holder may undertake such other duties and responsibilities assigned by Chief librarians.
4. Job holder is not personally involved in compiling a job description, he may ignore.
5. The value of job descriptions depends on how they are used in a library and extends beyond the recruiting phase.

Conclusion:

- ① Manpower is becoming a costly day by day.
- ② Proper, effective and efficient utilization is must not only to achieve the objectives of Library and Information Centres.
- ③ As will as to render quality services to its clientele and obtain the goodwill of the user community.

Staffing

- ① 1. Class analysis or classification of staff in various types of libraries.
- ② A) Academic Libraries: India, USA, UK.
- ③ B) Public Libraries.
- ④ C) Special Libraries.

Quantum size of Staff

- ⦿ It must be based on the Following Factors:-
- ⦿ Programme of Services.
- ⦿ Population and size of the area.
- ⦿ Financial support.
- ⦿ Departments, Branches etc.
- ⦿ Circulation
- ⦿ Reference Services
- ⦿ Opening hours
- ⦿ Other factors.

Recruitment and Selection Procedure

- ◎ The following procedures may be followed
 1. Asserting the vacant jobs, their number and types.
 2. Deciding or revising if necessary.
 3. Inviting applications by advertising these posts in national, state and local news papers and journals.
 4. Receiving the applications, deciding the names of candidates for interview.

5. Deciding the interview dates and Selection Board.
6. Sending interview letters to candidates.
7. Inviting opinions of referees given by the candidate
8. Interviewing the candidates to judge their personality.

9. Selecting candidates provisionally.
10. Asking the provisionally selected candidates to undergo medical/physical tests.
11. Setting pay scales, initial salary, fringe benefit etc.
12. Issuing of a formal appointment order by the authority.

Tests

1. Personality tests.
2. Intelligent tests.
3. Aptitude tests.
4. Trade tests.
5. Interest tests.

Placement

- ⦿ Right job to the Right person.
- ⦿ Proper placement is an instrumental increasing output

Induction

- ⦿
- ⦿ Means introducing a new person to his job, his co-workers and basic objectives and policies of the organization.

Training

- ⦿ Must in the use of new gadgets and machines.

**HUMAN RESOURCES PLANNING
FOR LIBRARIES AND IC'S
(HRP)**

Introduction

- ⦿ Non-profit organizations but are in the group known as service sectors.
- ⦿ There are many service sectors like banking, insurance, telecommunications, health services etc.
- ⦿ But the Library and Information Centers cannot be compared with these service sectors.

- ⦿ Majority of these informational institutes are operating as constituent part of the complex organizations like R & D establishments,
- ⦿ Universities, Colleges, Government Departments etc.,
- ⦿ Therefore largely controlled by personnel policies and plans of the parent organizations.
- ⦿ No systematic studies appear to have been made dealing with management problems, much less on personnel problems.

- ⦿ In this situation, personnel plans and policies discussed more of academic interest than the practical.
- ⦿ However situations are bound to change and they are slowly changing indeed.

Why we need to undertake the studies?

- ◎ The various compulsions like
 1. Fund crunch,
 2. Increasing demand for information,
 3. Emerging business approaches in information products and services,
 4. Emphasis on quality and competing with others etc.,
- ◎ Are driving libraries and IC's to rework their operational structures and develop more effectively in a commercial environment.

HUMAN RESOURCES PLANNING (H. R. P.)

- ⦿ Is a process which helps the Management of libraries/ IC's to acquire efficient and adequate.
- ⦿ Manpower HR to achieve present and future organizational aims and objectives.
- ⦿ It includes forecasting future needs for employees of various types, comparing these needs with the present workforce and determining the numbers or types of employees to be recruited.

Planning an Analytical Process:

- ⦿ Which Involve:
 - ⦿ Determination of desired goals, objectives and set targets of achievements in a phased manner.
 - ⦿ An assessment of the future in relation to environmental changes, impact of IT etc.,
 - ⦿ Selection of programmes, activities to accomplish set goals and targets.

- ① An estimation of resources required in terms of Finance, Equipment, Machinery, Manpower and Others.
- ① Preparation of a written plan document and action plan for execution.

- ⦿ On the basis of the objectives and goals of an organization, the steps in personnel planning would constitute the following:
 - ⦿ Estimating personnel needs for the present and future.
 - ⦿ Establishing result oriented recruitment and selection procedure for new staff.
 - ⦿ Inducting new staff to the organization, that would be conducive to retain best personnel for longer period.

- ⦿ Progressive policies of personnel development to treat the staff with respect and concern for their future.
- ⦿ Ensuring quality products and services, keeping customer satisfaction as the primary satisfaction as the primary objective.
- ⦿ Evaluating products and services periodically to improve efficiency and effectiveness.

NEED AND PURPOSE OF HRP

- ① To be more effective and efficient in the use of human resources.
- ② To obtain a more satisfied and better developed employees.
- ③ To be prepared for meeting any unforeseen circumstances to carry out the plan without sacrificing targets to be achieved.

ELEMENTS OF HRP

- ⦿ Estimating manpower requirements both quantitatively and qualitatively.
- ⦿ Recruitment and Selection of Personnel.
- ⦿ Induction and Deployment.
- ⦿ Personnel Development.
- ⦿ Overall assessment of Performance of the Personnel.

PERSONNEL POLICY

An effective set of personnel policies serve a number of different functions:

- ① Formulation of policies may require the management to think on the needs of both the employees and the organization.
- ② It may lead to consistent application and treatment to all employees, minimizing both favoritism and discrimination.

- ⦿ Policies would assure continuity of action, irrespective of change in supervisors in any section or division.

“Policies are communicated to employees”

TRAINING AND DEVELOPMENT

- ① Education, Training and Acquisition of skill and techniques are learning process help an organization to improve the abilities and competencies of its personnel.
- ① Education helps the personnel to develop the general and special abilities, learning to know, where as training is practical education.

- ① Training is a process which helps the personnel to absorb some new perspectives, Understanding, value, attitude, skills and techniques with reference to the programmes and activities of an organization.
- ① Training helps the personnel to be more dynamic with a positive response to changes.

Training

1. what is training?

- ⦿ It is the systematic instruction for staff at all levels in the new attitudes or skills etc.
- ⦿ It is a learning process that help an organization like Library/Information Centres to improve the abilities and competencies of its personnel.
- ⦿ In turn which will have the organization to perform better and deliver high quality products and services.

2. Why should we Train staff?

- ⦿ It is a very interesting to note that, very few individuals indeed do their jobs in an 'ideal way'.
- ⦿ Many jobs are done for the wrong reasons or in the wrong place or by wrong personnel and many jobs that should be done are overlooked.
- ⦿ The cost of personnel is so high and their role in a service oriented organization is so crucial, their work must be so effective.

3. Effective staff do not happen?

- ⦿ They must be created through proper training.

4. Who are to be trained: all or few?

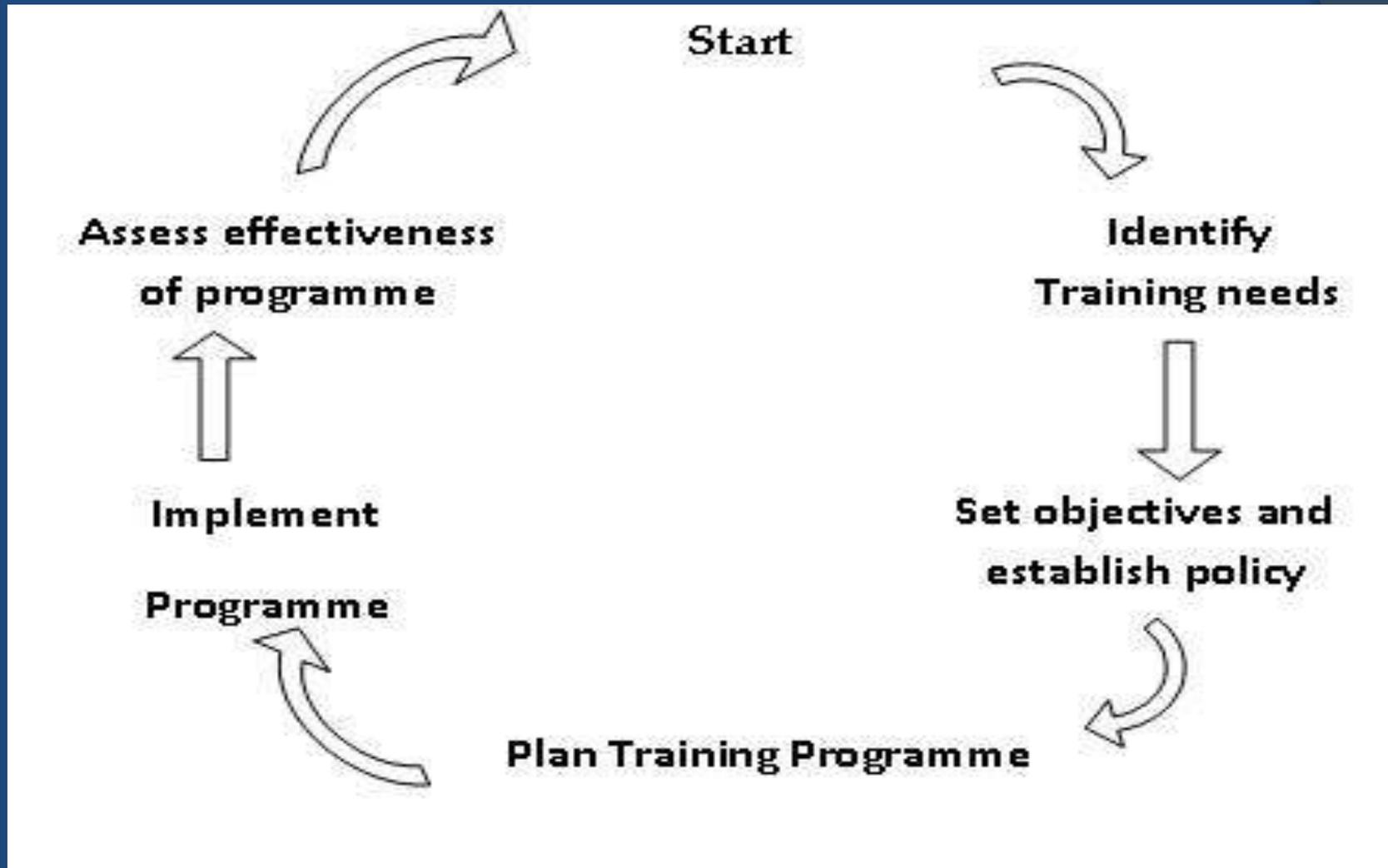
- ⦿ New recruits or new professionals need training of a specific purpose.

Ex.: Library Automation etc.

- ⦿ Training is going to help an individuals in increasing their motivation, standards of work etc

- ◎ Another important aspect of training is that, it changes the structural presentation of experience which in turn helps to change person's knowledge, understanding, attitudes or behaviour etc.
- ◎ In the field of Library and Information Studies, change of perception, attitudes, approaches has become extremely necessary with emphasis on knowledge and information as a vital resource for many developments, such as:
 - Application of IT
 - User demands
 - Fast growing Information Industry

How Training is to be organized or Training Cycle (By LA UK)



Advantages of Training

1. To enable individuals to perform their job more effectively and efficiently.
2. To increase job satisfaction.
3. To increase professional awareness.
4. To aid career enhancement.

Training facilities available in India

- Skilled human resources to handle the automation and networking activity at each University is an essential requirement.
- UGC Academic Staff Colleges.
- INFLIBNET are conducting several training programmes of four weeks on various aspects, both theory and practice require for implementation of automation and networking in Indian University Libraries.

Objectives are Training Programme

1. To prepare the operational staff from the participating University Libraries to handle the computerization and networking.
2. To develop confidence in the participants to implement the computerization of in-house operations and database creation activities at their respective libraries.

3. To equip the participants with adequate skills in handling various problems are involved in automation and networking.
4. To provide practical experience (how to do it) by allowing each participant to spend most of his/her time using computer independently.

Training programmes by INFLIBNET

1. Computer Application to Library and Information Services (CALIS) (4weeks).
2. Workshop on " Automation and Networking of University Libraries" (1week).
3. Onsite Training Programme of one week conducted at the premises of University Library by INFLIBNET.

- I. Internet and Social Science Information (ICSSR Training Workshop)
- II. Workshop on “Bibliographic standards and Formats for retro conversion”: Tools and techniques.
- III. Workshop for “Library management in the age of computers”, for AIR Librarians.

iv. Development of Union databases.

- ⊙ Book databases
- ⊙ Theses databases
- ⊙ Serial holding databases
- ⊙ Current serials databases
- ⊙ Experts databases etc.

Kinds of Training programmes

Sl No.	Kinds	Participants	Purpose	Duration	By whom
1	Orientation course	New entrance	To Acclimatize	1-3 days	Internal Unit
2	In Service	Junior level/ Individual and Groups	Practical skills	1-2 weeks	Concerned Unit
3	Workshop on Specific Areas	Middle level technical staff	To acquire current knowledge	4-6 weeks	Professional Agencies
4	Short term courses in areas	Managers	Update with current trends	1-2 weeks	-do-
5	Continuing Education Programme	Junior level/Middle level staff	To acquire current Knowledge	4-6 weeks	-do-

Points need care and attention

- ⦿ Need for Training?
- ⦿ Identification of areas of Training?
- ⦿ Number of participants?
- ⦿ Assessment of Training Programme?
- ⦿ Course contents, materials, faculty, duration, facilities available for practical work etc.

Changing Perspectives and Aptitudes

- ① As academic institution growth, prosperity and its quality of service to a students community largely depend upon its ability to be resourceful and dynamic.
- ① Responding positively to all changes.
- ① The success of an organization in delivering its products and services is also depending upon personnel positive response to changes.

- ⦿ For which training is must.
- ⦿ Aptitude towards manual to machine vis-vis.
- ⦿ To bring about changes in perspectives and aptitude, some of the methods developed are:
 - Influencing and reinforcement
 - Creating conditions conducive to change
 - Changing the environment

- Change by command, selection and delegation
- Change through interaction
- Training
- The representative group
- Quality circles
- Communication.

COMMUNICATION

- ① Communication is the lifeblood of any Library and Information centers, without which no purposeful activity can take place.
- ② Feedback is an another important element which is necessary part of communication.
- ③ If feedback is not obtained a Librarian/ manager may not know how his/ her colleagues are feeling about his work etc.

- ① The feedback of users is also equally important to know their needs and requirements. Otherwise it will almost becomes one way.
- ① In manpower development aspects of communication that requires are:
 1. Inter organizational communication that ensure the organization to play its role effectively; and
 2. Participation in and organization of professional conferences, seminars, workshops etc., to be active and alive to professional advancements.

Performance Appraisal

- ① It is the systematic evaluation of an individual employees job related strength and weakness.
- ② This is to be assessed while comparing the existing standards.
- ③ This is very popular in an academic institutions with a variety of labels, such as:
- ④ Performance measurement, evaluation, appraisal, assessment, review, monitoring or data feedback.

- ① It is used to determine whether the amount and quality of employees' efforts, contributions or results meet the standards or not?
- ① It tries to answer the question whether the amount of work or contribution by the individual employee is adequate or satisfactory in relation to established standards.
- ① To measure this the different methods are followed-qualitatively and quantitatively.

- ① To judge this one has to depend upon the work output, high turnover, personnel qualities, behaviour pattern etc.
- ① Finally this will serve the variety of purposes like performance improvement.
- ① Remuneration and promotion.
- ① Manpower planning etc.

Human Resource Management and its Development

- ① Assets make things possible, people make things happen.
- ① HRM is that part of management, which is concerned with people at work and with their relationship with an enterprise.
- ① Its aim is to bring together and develop into effect in your organization the men and women who make up an organization and having regard for the well-being of the individual and of working groups.

- ① To enable them to make their best contribution to its success.
- ② Thus, HRM is that part of the process of management specifically concerned with the people employed in an organization.
- ③ Its main purpose is to establish and maintain sound relations at all levels of the organization and;
- ④ To ensure the effective use of personnel by ensuring such conditions of employment as well as to attain for these personnel, social satisfaction which they tend naturally to seek within their working environment.

- ① HRM is that, art of acquiring, developing and maintaining a complete workforce in such a manner as to accomplish with maximum efficiency and economy the functions and objectives of the organization.
- ① HRM is also concerned with the human and social implications of change in internal organization and methods of working and economic and social changes in the community.

- ① Management must have the support of all employees.
- ① In an information society, human resources are at the cutting edge.
- ① It means that human resource professionals are becoming much more important in their Organization.

Why should there be a lack of enthusiasm in Academic libraries compared with Public and Special libraries?

Here are a few tentative suggestions:

- ⦿ Academic libraries have fewer staff.
- ⦿ Lack of commitment by some chief Librarian/Principals towards training on the assumption that it can be learning on the job.
- ⦿ To believe that financial restraints and that cutbacks in staffing cannot permit the luxury of training. In other words any cost benefit is outweighed by the restrictions of present day economics.

BARRIERS TO NEW INFORMATION TECHNOLOGY

- ① Price Tag and lack of funds
- ① Bureaucratic Bottleneck and fixed Mindset
- ① Infrastructure Barriers
- ① Lack of Innovative Attitude
- ① Unavailability of Separate Telephone for Library

- ⦿ Traditional Routine Library Operations
- ⦿ Lack of Computers
- ⦿ Training Needs
- ⦿ Shortage of Staff
- ⦿ Lack of Knowledge and Capacity to handle the system.

- ◎ The libraries use modern Information Technology facilities in organizing their collection and providing all types of the information services using the latest technology.
- ◎ In this category the libraries attached to research institutes such as **BARC** library, Libraries/Information centers **ICAR, DSIR, DESIDOC** in the field of Defense Science, **IIT libraries, BITS in biotechnology** etc., are worth mentioning.

Benefits of HRD

- ⦿ Good HRD policies and programmes certainly have a good impact on the overall development of a country.
- ⦿ Human Resource Development is the harbinger of modernity and push away many drags on the **Social, Economic and Cultural** developments of the individuals and society. The uses on benefits of HRD are:

- 1) It is recognized by one and all that the human capital plays vital and dynamic role in all sectors of societal development.
- 2) The development of all other resources depends on the efficiency of human resources.
- 3) HRD motivates the existing professionals and employees and creates a favourable psychological climate and environment.
- 4) HRD policies and programmes prepares the professionals and workers to meet tomorrow's challenges effectively.

- 5) HRD helps in the long run to reduce the cost of production in various industrial and institutions.
- 6) HRD reveals the educational or training needs of the workforce with the result, training and development programmes become more effective.
- 7) HRD inculcates team spirit and reduces tensions between intervals and professional groups in society and strikes in organizations.
- 8) HRD brings out the best of talent of the people which contributes of the socio-economic and cultural growth and development of the country.

- 9) HRD removes poverty, disease and backwardness, enables individual growth, change of attitude to work and career development and satisfaction.
- 10) HRD develops intelligent and committed leadership in different professional workforce.
- 11) HRD enables employees and professionals to update themselves and their knowledge.

Library and Information Science and HRD

- ◎ It is now recognized that information plays a very important role in national development and that an adequate library and information structure is therefore essential.
- ◎ Such structure requires professional information personnel of sufficient quality and insufficient numbers to plan, Design, Organize, Manage and Operate a wide range of information systems and services.

- ⦿ Furthermore, information systems and services should be able to draw upon a theoretical foundation established by fundamental research in information science.
- ⦿ For this purpose skilled and research workers are required.

- ◎ The field of library and information studies is a dynamic area of study drawing upon different technologies such as:
 - ◎ Computer technologies;
 - ◎ Telecommunication technologies;
 - ◎ Reprographic technologies;
 - ◎ Library technologies;
 - ◎ Technical communication.