Al-Maktabah, Vol.3, No.1, April 2001 : 66 - 72

THE MANAGEMENT OF THE IAIN LIBRARY
IN JAKARTA
Report from consultations in July and December 2000
Dr. Lorna K. Rees – Potter, Ph.D
Mc Gill University

Recommendations

General

A library is an essential part of an academic institution. The Jakarta IAIN Library has had a difficult number of years especially due to the fact of its location at some distance from the main campus. The library now has a new building in the main campus area and should use this change in location as an opportunity to develop the library to become a model for all IAIN libraries.

Libraries are complex information service organizations especially in the academic environment and need to be run by professionals aware of the concepts, practices and problems of the field. In the past the library in Jakarta did not have the trained personnel to run such a service. However in the last few years the library has the core of professionally trained staff able to carry out professional function. It is the time to give the staff the authority to carry out their professional functions. The consequence of not moving forward in this area is that those who are now trained will move to other jobs and their training will be lost to the IAIN.

I strongly recommend that the library staff be allowed to plan the physical space of the new library. Many elements have to be considered in space planning in a library. I held a one day workshop with the staff to go over the key element to consider in space planning :

➢ The mission of the library
➢ Priorities in space planning (Public service areas then technical service areas)
➢ Library functions (reference, collection storage, reading area, etc.)
➢ Interaction between functions – traffic patterns of users, work flow patterns of staff.
➢ Space planning accounting for special issues of security, access points, visibility, etc.

I feel very confident that they are in the best position to make decisions on the internal physical planning of the new library.

" To become a university level institution the IAIN must have a library and staff with the authority to manage, and develop those services they see as necessary. If the staff is not given the authority to carry out their

functions this will never happen. Commensurate with this the Library must have a budget under their control to carry out these function "

The organizatioonal structure of the library is too flat. There is a Director and heads of a number of different departments. In normal library management the departments are divided into tow major areas: Public Services and Technical Services.

Public Services:
1. Reference
2. Circulation

Technical Services :
1. Processing
2. Automation
3. Acquisitions
4. Preservation

Public Services and Technical Services are hierarchal line function; the administrative staff should be as a staff function, advisory to the director and other staff. This is a much more efficient management structure with fewer chiefs and clearer definition of responsibilities.

Using this structure, there should be more teamwork in planning and management. The comments from the staff lead me to believe few management meetings are held and if they are in the tendency to have the whole staff there. This is not an effective way to manage. There should be regularly scheduled meetings within the appropriate management groups. E.g. a regular meeting of the Technical Services Management group composed of the Director, Deputy Director, Head of Administration and Heads of the Technical Service Group and the Public Service Group. This would give a much more effective management structure to manage and problem solve. There should of course be other meetings between various staff as issues arise.

Teamwork in management does not mean that there is not strong leadership. The Library needs strong leadership. There is a lot of staff time wasted with staff sitting around not working. It is critically important that there be strong leadership in the management in the library else this library will never develop into an effective organization.

Job descriptions. Appropriate job descriptions need to be developed. Sometimes jobs seem to be defined around people not people put into already defined jobs. To develop job descriptions around functions and activities, you need to:
1. Outline functions and activities
2. Flowwing chart the activities
3. Dividing flow charted activities into appropriate jobs

4. Writing up job descriptions, with job title, a list of activities, responsibilities, reporting structure, position requirements (education, experience, ability, any special skills), salary need to clearly separate professional from non-professional jobs.

Need to develop a separate library position classification different from jobs in the rest of the IAIN. With good job descriptions and a good job classification scheme for the library this would help having staff assigned to the library with no knowledge of library work. Job descriptions however do not mean that staff does not participate in other activity in the library beyond their job description as necessity arises. A number of times I found staff standing around doing nothing when much needs to be done and the excuse were that it was not there job. As well the backlog in the Cataloguing Department was blamed on a staff member being on leave so no one did the work of cataloguing. This is idiotic.

The library lacks good management data. There is a need to collect library management statistics on all library activity from all functions in the library, e.g. number of users, loans, reference questions asked, number of books processed, number of books rebound, books reshelved, etc. Regular reports should be compiled of all management activity. This can help significantly in future planning and in justificactions for change in policies and procedures.

I strongly recommend an overall policy of integration of all library resources around the IAIN into new library. In a time of financial constraint it makes no sense to duplicate and spread thin resources around the campus. Many of the other collections are not libraries at all but essentially reading rooms with no professional services. A library is composed of a collection but as important is professional staff to give service.

With a new physical library, I recommend a thorough signage program be developed in the library. There should be signs from the front door that easily lead the users to the various areas, functons, and tools (catalogue, OPAC) throughout the library.

Books bought under the project

I spent some time checking titles that have been bought under the project, both English language Islamic materials and the library science texts. There is a real problem with the catalogue and with the shelves. Few of the items checked were in the catalogue and few of those in the catalogue were on the shelves. I feel that they probably have not been stolen but are misplaced. The public catalogue and the shelf order is such a mess I think most items will reappear when this problem is addressed. *No new materials should be sent*

from the Project Office to the Library until: 1). The public catalogue is refiled, 2). The shelves are read to correct the shelving order. This is a very serious problem as it effects some $ 60,000 Canadian of books that have been bought for the library. In essence most of this material is not available to the users.

Automation

In essence there is no automation activity in the library. The library has one working computer. This is a disgrace. The person in charge of automation actually does acquisitions work working with duplicate collection. The person is professionally trained as a librarian and is esentially doing clerical work, a total waste of training.

The IAIN libraries in Yogyakarta and Surabaya are both automated and presently involved in a networking project to exchange catalogue information between the two libraries. This will allow users in both libraries to borrow material from each other improve cataloguing efficiency and allow the exchange of resources. The plan is to gradually develop a network involving all the IAIN Libraries. Jakarta as the capital city, you would expect to have the main library in this network. The library itself is not automated and cannot participate in any of these developments. I strongly recommend that funds be made availale to automate the Jakarta Library and plan to have the Library join in this developing network. A project in this area should have top priority. I understand that there is a project underway to extend the network to all 14 IAIN's. This is an opportunity for the Jakarta Library to come out of the dark ages.

Acquisitions

The Department should be renamed collections Department. The basic problem is the usual one. They have no control over the collection development / acquisitions process, no control over the ordering process, no control over the agent selection process, no control over what is received from the agent and no budgetary control. With one list of material they selected of 263 books selected by the staff only 12 were ever received. And yet there is a collection of 6,000 volumes in the library that are duplicates of what already exists. It is essential that the libraries staff be given a collections development budget and once given are responsible for the selection and appropriate expenditure of that budget. I have had the acquisitions staff do all the selection for the McGill English language Islamic materials collection (some $ 100,000 Ca Worth of books) and *their selection are excellent. I have every*

confidence in the staff to do profesional work. Consequently there is enormous waste of financial resources in the IAIN and MORA. The library needs to be given a budget for material and be able to establish excellent collection development and acquisitions policies and procedures that are under the control of the library.

The present duplicates at the library should definitely not be given to faculty libraries (this just perpetuates the system) but should be sold to dealers or as scrap. This would earn some money for the Library to use for collection development.

The staff does shelving of material as well, about 1hour a day. This is a total waste of professional staff time. A separate staff for reshelving and collection maintenance should be developed. Responsibilities: shelving, dusting of library materials, shelf reading, selection of material for rebinding, etc. At the present time no shelf reading is done. There should be a major campaign to shelf read which involves taking the shelf list and checking the shelf book by book against the shelf list. Any items not found (in circulation, etc.) Should be counted as lost. This data can be used as excellent arguments for the installation of a security system in the library (gates and tattletape system)

Processing

Do not have any benchmarks in processing. Materials often kept in Dept. far too long. Material once received should be on the shelves within a month of receipt. Need to update tools for cataloguing, latest ed. of Dewey, etc. No quality control in cataloguing. The shelf list is a mess; the main catalogue for the users is mess. Many catalogue cards have mistakes in them (typos etc). The Dept. needs an evaluation from the point of establishing quality control in processing. This is a key activity in the library and it is presently badly done.
I gave a sugguestion to the staff on how to improve the catalogue. A simple project both in catalogue refilling and shelf reading could be done by January 8th when the library is to reopen could solve the problem. But it needs someone to organize the staff and get them to WORK.

The library should do away with the conversion of class 297 to 2X0. This expansion of Dewey makes no sense and does not fit with what is going on in the rest of the world. When the IAIN libraries are automated they will want to talk to the rest of the world and this expansion limits their ability to.

Reference

Reference collection composed of standard reference works as well as texts that are duplicates of those in the general collection. The reference collection is very poor. Some funds should be made available to improve this collection. If the IAIN expects to have masters and doctoral level programs, these students need a good basic reference collection to consult.

The staff does very basic reference work, helping users with the collection. They need to develop other types of reference service, preparing bibliographies, pathfinders, running workshops on doing llibrary research, how to review the literature of a field, how to write a term paper, etc. I would in particular recommend that the reference staff develop a program on how to do literature research applicable to those entering the IAIN, many of whom probably have never used a library before.

The staff does some indexing of journals. They need to subscribe to journal indexes rather than waste staff time in this function.

Most of the staff is involved in the dissertation service that they say is heavily used (no statistics on use). There is a separate catalogue of the dissertations. Depending on the level of the dissertations certainly doctoral dissertations should be catalogued and entered in the main catalogue of the library.

Statistics on the use of reference and dissertation services need to be maintained.

Circulation

This is a major problem area and staff in the library. The least professional staff in the library should staff this department but this does not mean incompetence. Circulation functions are very procedural. There does need to be a head of the dept. with some level of professional expertise and in particular a person with human resource skills, able to motivate and yet make sure staff do their jobs. So the head of circulation is particlar type of person.

There is a problem with overdues. I found a huge file of overdue books the staff seems reticent to deal with it. This is ridiculous. If students do not return books on time fines should be applied, they should be denied further loans and they should not get their graduation certificates. This fairly is easy to implement. Professor should be fined as well for overdues.

Shelving. This is at present a responsibility of the circulation staff. There is a real human relations problem here. They seem to feel they do not have enough staff but they sit around and do nothing. I think this department needs real shaking up and disciplinary action needs to be taken against those who do not work. The Director of the library needs to get involved in this problem directly. Shelving should be done constantly throughout the day. Many

libraries encourage users not to reshelve their materials as this can be used as means of gathering data fo in-house use statistics.

Major problem here is security. I can't stress enough the importance of having limited ingrees and exit areas in the library. **There should be only one entrance and one exit to the library. This area should have the staff that records number coming in and accepts book returns and the area that gives loans and exits users. Only one for the whole library, regardless of the collection. This should be situated at the main door. At these two areas there should also be a guard who is responsible to watch and check any books, bags, etc. For library material, this guard should not be a student or anyone who has a personal investment in the process.**

Preservation

In a hot humid climate such as Jakarta preservation of a print collection is a major concern. Ideally the library should be air-conditioned. This service seems to work quite well. The equipment is not the most up-to-date but works. Again I would strees here the need to develop a better collections maintenance program, including, dusting, etc. I would suggest this program be closer allied with acquisitions and processing as suggested above.