

CHAPTER □ 5

**PROPOSED MODEL FOR
PUBLIC LIBRARY SERVICES
IN WEST BENGAL**

5. PROPOSED MODEL FOR PUBLIC LIBRARY SERVICES IN WEST BENGAL

5.1 PUBLIC LIBRARY ROLES AND SERVICES RESPONSES

According to 'IFLA/UNESCO Public Library Manifesto 1994', "The Public Library, the local gateway to knowledge, provides a basic condition for life long learning, independent decision-making and cultural development of the individual and social groups."

Philip Gill, on behalf of the section of public libraries, International Federation of Library Associations and Institutions (IFLA) has said in IFLA Publication : 97'. The Public Library Service : IFLA/UNESCO Guidelines for Development.', that "the primary purposes of the public library are to provide resources and services in a variety of media to meet the needs of individuals and groups for education, information and personal development including recreation and leisure. They have an important role in the development and maintenance of a democratic society by giving the individual access to a wide and varied range of knowledge, ideas and opinions."

5.1.1 Public Library Roles

- i) Community Activities Center : The library is a central focus point for community activities, meetings, and services.
- ii) Community Information Center : The library is a clearinghouse for current information on community organizations, issues and services.

- iii) Formal Education Support Center : The library asserts students of all ages in meeting educational objectives established during their formal courses of study.
- iv) Independent Learning Center : The library supports individuals of all ages pursuing a sustained program of learning independent of any educational provider.
- v) Popular Materials Center : The library features current, high-demand, high-interest materials in a variety of formats for persons of all ages.
- vi) Pre-scholars' Door to Learning : The library encourages young children to develop an interest in reading and learning through services for children and for parents and children together.
- vii) Reference Library : The library actively provides timely, accurate, and useful information for community residents.
- viii) Research Center : The library assists scholars and researchers to conduct in-depth studies, investigate specific areas of knowledge and create new knowledge.

5.1.2 Public Library Service responses

- i) **Be an Informed Citizen : Local, national and world affairs** : Residents will have the information they need to support and promote democracy; to fulfill their civic responsibilities at the local, state and national levels; and to fully participate in community decision making.
- ii) **Build Successful Enterprises : Business and non profit support** : Business owners and nonprofit organization directors and their managers will have the resources they need to develop and maintain strong, viable organizations.
- iii) **Celebrate Diversity : Cultural awareness** : Residents will have programs and services that promote

appreciation and understanding of their personal heritage and the heritage of others in the community.

- iv) **Connect to the Online World** : Public Internet access : Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.
- v) **Create Young Readers : Early literacy** : Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.
- vi) **Discover Roots : Genealogy and local history** : Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community.
- vii) **Express Creativity : Create and share content** : Residents will have the services and support they need to express themselves by creating original print, video, audio or visual content in a real-world or online environment.
- viii) **Get Facts Fast : Ready reference** : Residents will have someone to answer their questions on a wide array of topics of personal interest.
- ix) **Know Your Community : Community resources and services** : Residents will have a central source for information about the wide variety of programs services, and activities provided by community agencies and organizations.
- x) **Learn to Read and Write : Adult, teen, and family literacy** : Adults and teens will have the support they need to improve their literacy skills in order to meet their

personal goals and fulfill their responsibilities as parents, citizens and workers.

- xi) **Maker Career Choices : Job and career development :** Adults and teens will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.
- xii) **Make Informed Decisions : Health, wealth, and other life choices :** Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.
- xiii) **Satisfy Curiosity : Lifelong learning :** Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
- xiv) **Stimulate Imagination : Reading, viewing, and listening for pleasure :** Residents will have materials and programs that excite their imaginations and provide pleasurable reading, viewing and listening experiences.
- xv) **Succeed in School : Homework help :** Students will have the resources they need to succeed in school.
- xvi) **Understand How to Find, Evaluate and Use Information : Information fluency :** Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.
- xvii) **Visit a Comfortable Place : Physical and virtual spaces :** Residence will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

5.1.3 The Changing Role of Public Libraries

- Our users expect better levels of service and accurate information.
- The role for public libraries to provide information interpretation and explanation will assume even greater importance in future.
- Public libraries will assume a greater role in educating users in the ways to access information.
- Public libraries will play an expanding role as an information producer in the creation of web-pages, local history databases, directories, etc.
- There will still be a role for the public library to play to ensure that those who do not have access to technology in their homes may expect to find computers and internet access available at the library.
- The Public library continues to act as a liaison to government and municipal services / panchayety services through on-line links, job banks and will continue to work with governments in order to explore and expand these services.
- The Public library will continue to examine the measures in which it evaluates its effectiveness and seek new ways of accurately measuring its usefulness.
- The Public library has a role as a safe meeting place serving as a 'village green' or 'commons' where people can interact with others in a safe, non-commercial way.
- The Public library will also provide programs to encourage use of the library's collections and services.

5.2 Public Library Products and Services

5.2.1 Library Products

The public library is a nonprofit organization and as such does not offer products specifically for sale (although some

libraries do charge fees for such products as duplicate rental collection, audiovisual equipment and extended online searches). Rather, the products that the library develops are service oriented and are supported by the finite amount of resources allocated on an annual basis. The range of possible products should evolve from the information gleaned from the marketing audit and therefore be designed to meet identified community needs in the most effective way possible.

A typical public library will have products consisting of collection, services and programs.

Figure – 1. The products

	Product Items
Collection	Books, periodicals, films, phonodiscs, audiocassettes, CDs, videos, DVDs, pamphlets, art prints, tools, toys, ebook, ipod, etc.
Services	Circulation, interlibrary loan, reference, homebound access, Internet access, digital reference (DR), etc.
Programs	Story hours, literacy tutoring, tax assistance, art and garden shows, puppet shows, book and video discussion groups , health camp, exhibitions, reader orientation, etc.

Figure – 2. Activities in Support of the Library’s Products

Collection Support	Services Support	Programs Support
<p>Selecting materials (e.g., books, periodicals, newspapers, documents, recordings, videos, films, software);</p> <p>Placing orders for these items, and the variety of paperwork connected with order records ;</p> <p>Receiving ordered materials, clearing of order records, checking of invoices, payment or authorization of payment of bills ;</p> <p>Cataloging and classification of new materials;</p> <p>Preparing materials for circulation ;</p> <p>Weeding the collection — systematic withdrawal of outdated and no-longer needed items ;</p> <p>Sending materials to be bound and maintaining records</p> <p>Taking inventory of the collection at intervals ;</p> <p>Developing evaluation criteria .</p>	<p>Developing circulation policies and procedures, including record keeping, overdue notices, and so forth;</p> <p>Training staff in automated system use and protocols, as appropriate ;</p> <p>Developing interlibrary loan policies and procedures ;</p> <p>Recruiting volunteers for homebound service ;</p> <p>Training staff in reference interview techniques ;</p> <p>Training staff in online search protocols.</p>	<p>Selecting materials for use in story hours;</p> <p>Purchasing craft supplies, puppets, etc. ;</p> <p>Selecting films and videos for programs ;</p> <p>Training staff in operation of audiovisual equipment ;</p> <p>Training literacy tutor volunteers.</p>

5.2.2 . Levels of Service

There is no reason to suppose that the identification of new needs and priorities will cause the library to cease serving its existing customers, and it is a mistake if outreach to new customers decreases services to faithful and frequent customers. The challenge is to relate all priorities to a corresponding 'level of service'. The phrase levels of service refers to both priorities and the amount of effort required. In very general terms, the following definitions of service levels can be used :

Level 1 is a minimum level of service, such as the availability of the library for browsing and checking out materials.

Level 2 is a moderate level of service, often termed "normal", in which library services are available to those who seek them out.

Level 3 is a higher level, in which library outreach is weighed in equal measure with in-house use.

Level 4 is still higher, as library personnel become actively involved in local community affairs, serving on committees and boards and seeking out information needs.

Level 5 is the highest level, in which advocacy is standard practice, as library personnel not only engage in referral but also in follow-up to ensure that the need has been met.

Level 5+ is an expanded level, generally available only in large libraries, in which in-depth service that involves large quantities of time is offered on a cost-recovery basis.

Levels of service can be regarded as a continuum, and hopefully, librarians' aspirations will seek to move ever closer to the level 5 end of that continuum. However, at all levels the quality and depth of service depends on the amount of staff involvement in the effort to make materials useful to the customer/user. Even at the lowest level – where

materials are provided, shelved, and listed and where the customer selects and finds his or her own choices and makes use of the staff only for the mechanics of circulation. The staff is realistically involved beyond the circulation function. Behind the appearance of the materials are the selection, ordering, cataloguing, and preparation needed to make materials available. Some library customers prefer such minimum service. They want to do their own searching and make their own selections, even when additional service is available. For the benefit of these independent customers, the library must make sure that the collection is well organized so that self-service will be successful.

How far the library will go in levels of service depends on its objectives and on its resources, especially its staff. Some of the staff activities that can be plugged into the various levels of service include

- i) helping customers find specific materials;
- ii) teaching customers to use the catalog and simple reference sources ;
- iii) advising customers on current selections ;
- iv) looking up factual information for customers;
- v) assisting customers with selections on a long-range, planned basis ;
- vi) preparing lists of selected materials from which customers can make their own choices;
- vii) engaging in more or less complex searches for information or material on a subject;
- viii) preparing individual learning courses or complex bibliographies.

The first four staff activities listed will surely continue to be given to all customers. The only conceivable difference in service to the customers may relate to what is available. For example, if priority objectives have reduced somewhat the ability to purchase a variety of popular materials, the following suggestions may help the situation .

- a) More paperback copies of popular titles

b) More leasing of popular materials, thus supplying copies during periods of popularity without having to keep them (This practice also reduces time spent on withdrawals and physical preparation. Too much of the budget, however, should not go the leased collection supplements).

c) Long-term loans of popular materials from the system to the local library or through a swap arrangement with other system members.

The value and quality of service will depend on the collection and more specifically, on the staff's knowledge of the library's resources. To give good advisory service or to give good reference and information service, a staff member must be familiar with the library's holdings. The staff member must also know how to ascertain a customer's tastes and interests and how to make professional knowledge available to the customer in a way that will be both accepted and welcome.

While this discussion has thus far centered on activities occurring within library walls, increasing types of service are being extended out into the community, including :

- i) information the community of the library's resources via newspaper, radio, television, and other media
 - ii) discussing materials and services at community meetings setting up displays at meetings;
 - iii) leading or assisting discussion or reading groups ;
 - iv) offering programs in which library books, videos, or recordings are used, either directly or indirectly;
 - v) either independently or as cosponsor with one or more community organizations, offering lectures, panels, and other meetings on topics of local, national, or international interest and concern ;
 - vi) offering SDI service, particularly to funders and opinion leaders .
- Some of these services may take place in the library and others take the resources of the library out into the community. All are truly library service if the library is

trying to fulfill its role as its community's information center. For each priority service, as well as for each objective accepted as relevant to the current year, the library must consider the segment of the community to be reached, its characteristics and needs, and then determine the best way to provide the type of information needed. All formats and delivery systems should be part of the consideration process.

In some cases, when the resources of the library are taken into the community (as to a meeting as part of a display), it can be good public relations to have a means by which circulation can take place on the spot. In this situation, interested people, library materials, and a library staff member are all together – although not inside the library building. Much can be accomplished, in terms of access and convenience, if the materials can be put into customers' hands immediately.

5.2.3 Staff Attitudes toward Service

In developing and expanding the library's range of products and services, the librarian needs the wholehearted support and cooperation of the staff. Staff attitudes, as well as the service pattern, may need to be broadened. Staff members who have been accustomed to giving limited service, may need the new sense of excitement and challenge that comes from trying to find, somewhere in the collection, the exact piece of information a customer needs. Becoming more fully acquainted with the collection, learning to talk with the customer to tactfully learn about needs and reading ability (the reference interview), reaching out into the community to give service, presenting library sponsored programs, offering to obtain for the customer what is not available locally, and being an advocate for the customer in a referral situation – these aspects of library service may seem strange to some staff

members if their experiences have not prepared them to take so active a role in providing service. Staff meetings, staff participation in planning and carrying out the objectives, the librarian's the librarian's genuine enthusiasm, and the response of the public to the library's expanded service will help to kindle a matching spark in the staff, without whom the expanded program cannot succeed

A staff accustomed to considerable busywork may honestly question the expansion of service on the grounds that there is no time for additional activities. The librarian owes it to the staff to arrange time for new responsibilities and not to assume too readily that time would be found if the staff were really interested. It is better to enlist the cooperation of the staff in gaining the necessary time through work simplification, use of labour-saving devices and equipment, and examination of routines for possible elimination of some duties. During this period of self-study, the librarian should stress the library's basic objectives against which each aspect of the work will be measured for its contribution. For the staff, the result of the joint effort toward efficiency and effectiveness will be a better understanding of goals and priorities, as well as improved work methods. For the librarian, there may well be a deeper appreciation of the actual work accomplished by the staff, a better understanding of the time required even by simplified routines, and a more realistic assessment of the time available for the new range of products. Finally as stated earlier, there is no substitute for cheerful and helpful staff, and any measures that can be taken to foster a sense of team play and customer-centered service will earn many public relations dividends for the library and its objectives.

5.2.4 Model for improving Service Quality

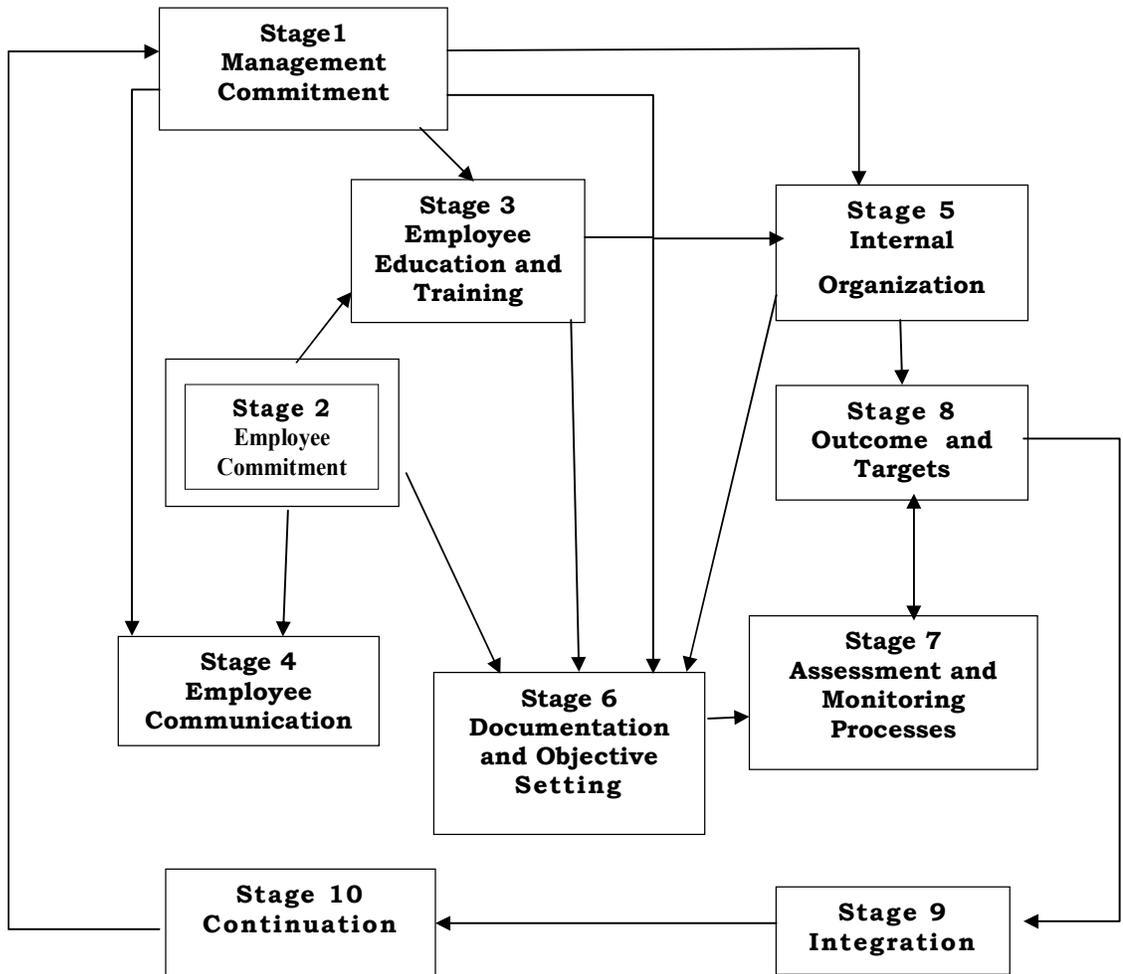
Marla Royne Stafford has taken some threads of service quality and woven them together into "a normative model for improving service quality" that can be adapted to nonprofit organizations. That model, as adapted in the following figure contains ten stages for continuous quality improvement. As

Stafford explains, “one stage does not simply flow into the next. Rather, there is an intertwining of various stages with one leading into another and back”. Stafford’s ten stages are

1. Management commitment : Management must become committed to quality improvement and communicate that to employees.
2. Employee commitment and participation : Employees must become committed to the program and participate fully in the process.
3. Employee education and training : Employees must be taught their role in quality improvement as well as learn each stage of the program.
4. Employee communication : Communication channels must be established and utilized to ensure a constant and appropriate information flow between employees and management.
5. Internal organization : A quality director should be selected, and individuals should be assigned their quality improvement responsibilities.
6. Documentation and objective setting : Each employee should set personal quality improvement objectives, both qualitative and quantitative, that conform to library policies and expectations.
7. Assessment and modification processes : An evaluation of current quality levels must be performed, and modifications to existing procedures should be developed and implemented.
8. Outcomes and targets : Controls should be established to ensure continued and successful change.
9. Integration : The stages should be merged together to ensure a smoothly operating system.
10. Continuation : Quality improvement is a continuous process.

Stage 5 and 6, instance, should be adjusted for libraries to ensure that management and staff at all levels of the organization support the customer plan, pledge, and any other organizational promises. All units of the library should work to accomplish customer based goals, objectives, outcomes, and targets. Any personal objectives that individual staff set should be in line with the direction in which the organization is going.

Model for Improving Service Quality



5.3 Policies Towards Services

5.3.1 Policy Making

Actual preparation of policy statements will probably begin with the library staff. Although a trustee / Managing Committee may initiate the process, it is more common that a matter needing a policy decision will be known first to the library staff. In some cases, it may be discussed in a staff meeting and staff agreement is reached; in other situations, the library administrator may be the initiator. The next step is preparation of a tentative policy statement for board / Local Library Authority approval.

Sometimes a policy, even a very important one, can be adequately recorded in the minutes of the board meeting. Every such decision, however, should be officially recorded in some fashion. Approved longer policy statements should be filed as addenda to the minutes of the meetings at which they were officially adopted. Policy matters discussed but not approved should also be recorded.

The formulation of written policies has great value in clarifying issues and, if properly used, permits a good deal a delegation of authority. The library director may, within formulated policies, go ahead on programs without constantly checking with the board for approval. Similarly, the staff member who has been given responsibility for a particular aspect of service will not find it necessary to defer to the director for so many decisions. Thus, policy statements save time at the supervisory level and develop desirable levels of self-confidence, autonomy and empowerment throughout the staff. In addition, they enable the staff to give the public a good impression of knowledge, consistency and efficiency.

5.3.2 Establishing Specific Policies

5.3.2.1 Materials Selection

One of the most important policy decisions is the one that gives direction to the development of the library's collection. The small library especially, since it must be selective in its use of limited resources, needs a policy that will provide helpful parameters. Librarians, and often trustees as well, will be faced with many questions and not a few pressures : Why do we not have more new books ? more mysteries ? The books I read as a child ? The newest videos ? Access to the Internet ? One customer may be scandalized by a new novel or video; another will demand the latest racy rental video. The gourmet cook, the genealogy enthusiast, and the stamp collector will all want more than is available on their hobbies; the citizen concerned about disarmament or legislative redistricting, the teacher sending classes for material on science projects, and the advocate for environmental issues will all expect the library to produce materials in quantity or depth.

The library that tries to meet diverse demands without a policy for materials selection is often at a loss. No policy will take the place of an adequate budget in providing a comprehensive collection, but a carefully constructed policy will help the librarian spend wisely what money there is. The policy should ensure the continuous growth of the collection in accordance with the library's defined roles and goals and cover the following points :

- Purpose and scope of the collection (adult and children's)

Who are the audiences ?

What will be collected ?

In what depth ?

How wide a range of materials ?

What formats ?

Will the collection complement/supplement the public schools ?

Are there cooperative arrangements with other libraries ?

- Types of materials to be purchased, including formats

This is an amplification of the first point, with specific reference to genre, hardcover vs. paperback materials, percentage of materials in each identified format, reference versus circulating, etc.

- Staff responsibility for selection; use of professional selection tools

Who has responsibility for different areas of selection? What selection tools will be used as resource materials ?

- Basis and method of withdrawing and disposing of materials

Provide a listing of criteria for withdrawing materials, including poor condition, outdated content, superseded works, identified inaccuracies, etc. Provide specific details of methods for handling weeded materials, such as library materials sales open to the public, sale to remainder shops, donation to such sites as a senior citizen facility, or outright trash disposal.

- Acceptance of gift materials

Identify any limitations on acceptance of gift materials. Gift materials will usually be accepted with the understanding that the same selection standards will be applied to gift materials as to those purchased, that staff will have discretion in judging what gift materials will actually be added to the collection, and that final disposition of the gift(s) is to be left to the library.

- Affirmations of intellectual freedom, including the Library Bill of Rights and Freedom to Read statement

Include a discussion of the importance of first amendment freedoms and the library's adherence to these principles and the documents to support the policy statement.

- Referral to a procedure for handling citizen complaints about materials

Although such a procedure is frequently interpreted in terms of dealing with complaints about materials that are made on grounds of unacceptable content, it should also be a procedure for expressing and resolving public complaints about needed and unneeded items.

The materials selection policy establishes parameters and guidelines for collection acquisition and management. It provides protection for the library's right to select and maintain a collection of materials that represent a wide range of viewpoints and that correlate with diverse learning styles. This protection supports the tenets of intellectual freedom and is the library's staunchest support when challenges occur. While materials selection policies vary a great deal in inclusiveness from library to library, attention is usually given to considerations such as the following eight questions.

- 1. How much weight should be given to public demand ?**
- 2. Should the library aim for a well-rounded collection ?**
- 3. What balance should there be between fiction and nonfiction between print and audiovisual media ?**
- 4. How much depth should there be in subject collection?**
- 5. How many materials for different customer groups ?**
- 6. What is the library's stand on controversial materials?**

7. How should gift be handled ?

While day-to-day handling gift materials will be delegated to the staff, there are policy implications for the board / Managing Committee to consider.

Public relations aspects : Donors tend to take for granted that their gifts will be added to the library and tend to demand explanations if this does not occur. However, not all gifts are appropriate, either in terms of content or physical condition; further adding a gift entails a certain amount of processing expense. The policy statement should contain a clear indication of the library's right to dispose of gift materials it cannot use.

Special handling requests : Donors of gift collections and of memorial gifts may ask that their donations be given special treatment – a glass case, for example. From the library's viewpoint, such special treatment may create problems of location and use. It separates gift materials from others on the same subject and thus reduces their usefulness as a working part of the library collection. Even beautiful and expensive memorial gifts should be accessible; otherwise, the library cannot afford to house them. Many libraries identify memorial gifts by means of a special bookplate that names both the donor and the person in whose memory the material is given.

Criteria for gift acceptance : Normally, items that do not meet the criteria for purchase will not be accepted as gifts. There will be occasional exceptions to this general rule, as in the case of expensive items that the library would like to own but cannot purchase because of their cost. At times, however, a valuable and unusual collection from a hobbyist or scholar might be of more use in another library. When such a gift is offered, the local library should make every effort to find a more appropriate recipient for the donor.

8. How should the library dispose of unneeded materials?

5.3.2.2. Hours of Service

Determining adequate and reasonable hours of service is a challenge in any size community. Since service is its business, the library should be open when service is needed.

Yet the costs of long hours are high : There are expenditures for staff and utilities, and there are personnel issues affecting recruitment, retention, and morale of staff. The library, as a public service agency, does not look at its schedule in terms of profit and loss, but the librarian can and should attempt to develop a schedule that serves the total public best, given the library's resources of money and staff. If the staff serving the heavy public demand during rush periods is inadequate because some personnel have been shifted to hours when relatively few use the library, total service suffers, many customers may be unserved or poorly served so that a few may be served at their convenience.

Time checks of circulation and library use and study of community habits and leisure time will help the librarian make the appropriate decision regarding hours of service. The library should be open and adequately staffed, long enough to be available to everyone in the community at convenient times. If there is insufficient staff, more should be sought. This is where demonstration of mutual benefit is critical to the future of the library in the community.

In a one-person library, the librarian and whatever unpaid staff (volunteers) or student pages are available constitute the entire library staff. In this situation, hours of service are likely to be very limited, and creative needs to be used to provide adequate service. A scenario could be written where the library system agrees to provide round-the-clock service, with member libraries open at assigned periods throughout all twenty-four hours. Another model could be operated by the State Central Library with an "after hours" telephone number that can be called when local libraries are not open. Even in the tiniest town, police and fire protection (often volunteer) is available at any time through an on-call arrangement. The local library staff, too, could wear pagers or be available through some other communication

pattern or device. If, indeed, the library is to be considered as essential to community well-being as those other services, limited hours of service cannot be considered.

5.3.2.3 Fines and Fees

The charging of fines for overdue materials is so much an accepted part of library tradition that it is usually taken for granted. A few libraries, however, have reported successful results in charging no fines at all. Librarians who believe in the no-fine philosophy contend that customers who want to keep materials overdue may develop a sense of obligation to return items on time when there is no penalty, whereas those same customers may feel completely within their rights to keep overdue materials as long as they are willing to pay the necessary fines. In addition, there is a real public relations advantage to the library that subscribes to a no-fine policy.

Librarians are not in agreements as to the chief purpose of fines. Is it to ensure the prompt return of materials, to penalize thoughtless and selfish users, to provide additional revenue, or to defray the costs of overdue procedures? Most librarians would concur in the opinion that the prompt return of materials is the major objective. If this is true, the system of fines should be judged primarily on the basis of its effectiveness in influencing customers to get materials back to the library on time. In some libraries, the policy of fines may actually prevent the return of materials and may cut down the use of the library. Amnesty, or forgiveness, days, as practiced in a number of communities, show that while many people are afraid to return materials that are long overdue, they will use this special opportunity to do so. Newspaper stories occasionally tell of books returned after many years, and reporters seem to take pleasure in computing the astronomical fines that have accrued. Readers of the stories often do not know that most libraries' maximum fine amount is quite modest.

Whether to charge fines, how much to charge, and whether to differentiate in the case of children, senior citizens, or type of material (such as paperbacks) are decisions that should be made

on the basis of experience in a particular community. Like other library decisions, policies on fines should be made deliberately and not by default because it has always been done or because other libraries in the area charge fines. Before any decision is made, the library should determine the cost incurred in the fine-collection process, both direct (postage, staff time, and record keeping) and indirect (customer goodwill or the lack thereof) costs should be considered.

Even libraries that have eliminated fines expect readers to pay for lost materials. It is wise to have clear language in the policy stating what criteria are used to determine the amount to be paid. Most public libraries use the list price rather than the discount price when charging replacement cost for lost materials to compensate in some measure for the costs of processing. In some cases, an additional processing charge is included. Losses due to such misfortunes as fires and floods are usually absorbed. Common sense also rules out such rigid practices as charging fines and materials costs to the estates of deceased customers. Front line staff should be empowered to make on-the-spot decisions concerning the collection of fines. If a customer has been delinquent because of extenuating circumstances, such as a hospital stay, staff should feel comfortable in removing the fine charge from the customer's record.

It is most important that all library users be treated justly under policy guidelines. Nothing creates more indignation than the suspicion that unwarranted favoritism has been shown to some or that a rule that has been strictly interpreted by one staff member, might have been less strictly interpreted by another. It follows, therefore that the rules should be written out so that they can be applied consistently. However, flexibility to respond to individual circumstances is good practices.

The controversy regarding fees for costly or labour-intensive services may become an increasingly visible issue in the small library. Problems of cost have driven some libraries of various sizes to consider fees for long reference searches and for the use

of online information retrieval systems. The relationship between what a library can reasonably provide and customer need for more in-depth service poses significant issues for the library.

Some libraries have also established fees for certain categories of materials, such as videos. These practices create ethical and philosophical issues for the librarian. In today's world, it is important for librarians to realize that libraries are not institutions devoted solely to the collection of print materials. Audiovisual formats and computer access to information are legitimate and necessary library services and should be built into the normal library budget. In some states, there is a legal obligation to do so.

If customers want services that are not as yet available in the local public library, the library's connections with its neighbours or its statewide network may provide access to what is needed. This expanded access may, or may not, have a fee attached. In such cases, decisions about fees will be made elsewhere, and the immediate responsibility of the local public library will be confined to communicating to the customer the availability of the service and the costs that may be incurred.

5.3.2.4 Special Services

Services to citizens with visual, auditory, or other sensory or physical impairments, as well as to those with learning disabilities, should be a part of every library's range of products. Consideration should be given to materials, access to information, and movement into and within the building. Physically handicapped and blind people be given access to public buildings, and every effort must be made to eliminate architectural barriers. The addition of audio materials to the library's collection will be welcome not only to the visually impaired but also to those individuals with learning disabilities that prevent their processing of print information. In addition audio books are becoming increasingly popular with commuters, joggers, and those who want diversion while painting their living rooms.

Many libraries organize a homebound service that uses volunteers who select and deliver materials to individuals temporarily or permanently confined to their homes. In addition, collections that are placed in nursing homes, senior citizen centers, hospitals, and other institutions are rotated at intervals to provide a change of materials that can be most welcome.

5.3.2.5 Personnel Policies

The effective library board / SLC (State Library Council) and LLA (Local Library Authority) will develop and adopt personnel policies that clearly define the rights and responsibilities of all employees and that can be applied with consistency. Policy statements should be created concerning.

- a) Employment practices, including affirmative action, equal opportunity, recruitment, selection, hiring and job descriptions ;
- b) Personnel actions involving probation, performance review, tenure, promotion, reassignment, demotion, suspension or other disciplinary action, reinstatement, records, in-service training, layoffs, dismissal, and resignation;
- c) Salary administration of salary schedules, pay-day dates, and deductions ;
- d) Employee benefits including health, life, and income continuation insurance, pension, vacation, and education benefits and eligibility of part-time employees for benefits;
- e) Work conditions including hours, scheduling, flexible time, job sharing, overtime, compensatory time;
- f) Holidays that are observed;
- g) Grievance procedures.

These personnel policies may be unique to the library or may be tried to the requirements of the society. In any event, it is the responsibility of the library board / managing committee/DLO to ensure that such policies are in effect.

Finally, it must be remembered that policies determined by the library board/SLC/LLA set the parameters of the library's daily operation and its program over time. Close correlation with the planning process is imperative if the policies are to be effective. The considered and creative establishment of effective library policy offers both challenge and opportunity in this time of rapid change.

5.4 MODEL POLICES IN DIFFERENT PURPOSE FOR DELIVERING PUBLIC LIBRARY SERVICE

5.4.1 MODEL POLICY : STAFF USE OF LIBRARY MATERIALS AND EQUIPMENT

Staff must exercise extreme caution in the access and use of materials and equipment. Library employees are prohibited from using library facilities, equipment, supplies or other resources for personal use, except to the extent that such resources are available to the public. Library materials or equipment taken for personal use must be checked out if they are to be removed from the library. Large quantities of material should not be held out of the collection for extended periods for staff use.

Staff will not be charged for overdue fines or reserves, but will be subject to disciplinary action if materials are not returned and discharged before the system generates a second overdue notice. Staff may not make personal copies on the photocopier using the bypass key. Violation of any part of this policy may be considered theft of property or services and subject to disciplinary or legal actions.

Approved by (governing body)

Signature of responsible representative

5.4.2 MODEL POLICY : DATA PRIVACY

The (name of library) is committed to protecting the privacy of our patrons. We will limit requests for personal information to that which is necessary to conduct library business. Personal information gathered, such as name, address, telephone number, e-mail address, photograph,

driving license number, etc., will be used only for the purposes of identification and accountability for library materials. Information related to materials borrowed or used will not be disclosed except as required to retrieve items that are overdue or to collect fines and fees owed to the library. The library occasionally conducts promotional campaigns to inform the community of our services. The library at those times use patron e-mail or postal address for the library's internal mailing lists.

Non personal information about visits to the library's Web site or use of electronic resources may be collected. This information is used for system administration and to calculate usage statistics. No personal information collected is connected to usage information.

Personal information will not be sold, leased or otherwise shared with any other organizations or outside parties. Information about library users, materials borrowed, or services utilized are private. This information will be secured. Changes to the library's privacy policy will be posted on the library's Web site and at the library circulation desk and will be e-mailed to those patrons who have provided an e-mail address as part of their contact information.

Approved by (governing body)

Signature of responsible representative

5.4.3 MODEL POLICY : PUBLIC PARTICIPATION IN LIBRARY DECISION MAKING

The (name of library) shall provide a variety of mechanisms for members of the public to present their questions and concerns about its programs, services, and other library-related matters. Residents and others who have

a interest in the library are welcome at any open meeting of the library (M.C) Managing Committee either as observers or to present information and concerns to the Managing Committee (M. C.).

Library M.C. meetings will be held in compliance with state laws governing meetings of regulatory groups (cite appropriate law). Any member of the public who wishes to speak to the board / M. C. is asked to register on arrival, indicate group affiliation if speaking on behalf of anyone other than self, and to limit comments and general information to five minutes. Library administration and the M.C. welcome written documentation to support or restate information and concerns, but written documents are not required. Any group or individual wishing to place a library-related item on the official agenda for action should contact the librarian one week in advance.

Telephone calls, letters, and visits to the librarian are encouraged, and the librarian maintains an open-door policy. Appointments to meet with the librarian are encouraged, but not required. The library director or appropriate staff will respond to letters and telephone calls within five workdays. Comments placed in the library's suggestion box will receive a personal response, if desired. Responses to questions and comments of general interest may also be addressed in the library newsletter.

Approved by (governing body)

Signature of responsible representative

5.4.4 MODEL POLICY : HOURS OF OPERATION

The (name of library) will be open a minimum of (establish number) hours per week. The librarian with the approval of governing body. / M. C., will determine daily hours of operation. Summer and holiday schedules will be established to maximize staffing during periods of heavy and light library usage. Regular

and holiday schedules for the calendar year will be posted on the library's Web site.

The library will close on the holidays approved by M.C. /governing body and at other times deemed necessary by the librarian with the approval of M. C. / governing body. Except in the case of emergencies, notice of closing will be posted in the library one week in advance and will be reported to the local news media.

Regularly scheduled hours of operation will be established to best meet the needs of library users and will be evaluated by survey and / or public input on a regular basis.

Approved by (governing body)

Signature of responsible representative

5.4.5 MODEL POLICY : PUBLIC USE OF COMPUTERS

The (name of library) provides a variety of computers for public use. Online library catalog computers access the library's holdings and do not provide access to other resources, including the Internet. Software is purchased according to the collection development policy to support specific areas of library service. Recommendations for additional software purchases are welcome and will be handled according to the collection development policy. Programs are selected, updated, and discarded according to the collection development policy. Computers are also provided that offer access to the Internet and to the library's online databases.

The library will establish and post a schedule of sessions for general computer orientation. During the general orientation, library staff will explain correct operating procedures and discuss rules for use of the computer(s). All users will be required to sign a user agreement form, indicating that they understand the rules and procedures

established for computer use and will comply with relevant copyright laws. Library staff cannot provide training on computer technology or software. However, online tutorials and self-instructional videos or DVDs may be available for some software programs. Community groups that provide software training, may schedule free public classes with the approval of the librarian and the library will promote those classes, when available.

Users agree to observe all copyright and licensing laws and will not duplicate any computer programs or documentation unless expressly labeled as being “in the public domain” or “shareware”. No personal software may be loaded on library computer hard drives. No private files may be stored on the library computer(s), and any files left on the computers will be deleted. Users will supply their own recording media (diskettes or portable storage devices) when needed, but must check to ensure that the computer being used can support the desired storage media.

Computer time may be reserved for one-hour blocks of time up to one week in advance. Now more than one hour per day may be reserved. When no reservation has been scheduled, the computer(s) is available on a first-come, first-serve basis for one hour. Computer time and reservations are available to all patrons, regardless of age, who have a current user agreement one file. Generally, no more than two people should be sharing the computer at the same time, and each user must have signed a user agreement form.

Approved by (governing body)

Signature of responsible representative

5.4.6 MODEL POLICY : INTERNET ACCESS

The Internet is a valuable tool available for providing library services. The (name of library) provides access to the Internet through individual staff accounts for professional staff, public service staff, and other staff as necessitated by job responsibilities. Staff is encouraged to use the Internet for business communications, to conduct research for patrons and library programs, and to monitor appropriate listservs and blogs. To ensure that a broad range of information is shared and to conserve time, staff will be assigned to monitor library – related listservs and blogs and to relay important information to other staff.

Staff may use Internet resources to answer reference questions and to supply information for patrons. The library will accept requests for materials, reference questions, or other communications via its general e-mail address from patrons normally served by the library. Personal use of the Internet should not be conducted on staff time and personal files should not be maintained on the library computers. Library Internet accounts may not ever be used for illegal or commercial purposes.

As part of the library's mission of providing access to information of all types in a wide range of formats, the (name of library) provides access to the Internet for staff and patrons. Patrons may also access the Internet via personal laptops using the library's wireless connection. Patron use is subject to the library's acceptable use policy. Parents are responsible for monitoring their children's use of library computers and the Internet.

Approved by (governing body)

Signature of responsible representative

5.4.7 MODEL POLICY : LIBRARY PROGRAMS

Programs are an extension of the services provided by (name of library) and programs are offered for citizens of all ages, sex and religion. Programs are defined as a planned activity or event that may be developed and presented by library staff or may be cosponsored by the library and other community organizations. Library programs are open to the public without charge.

Library staff will present preschool story time programs on a regular schedule throughout the year. Other programs for children and young adults will be planned, staff time and budget permitting, during school holidays and summer vacations. Each year the librarian will establish a budget for hiring performers and purchasing materials to support children's programming.

Programs for adults may be scheduled throughout the year as interest warrants. Speakers for community groups and businesses may be invited to present programs on topics of general interest or of a timely nature. No funds are budgeted to pay speakers or performers, although gifts and grant funds may provide funds. Presenters may not directly solicit business before, during, or following a program, although cards and brochures may be left on the display table for attendees to pick up. No fees may be charged to attend any library sponsored or cosponsored program.

Library programs are generally open to anyone wishing to attend. If space restrictions or program requirements limit the number of people who may attend, preference will be given to residents of locality. Persons attending library sponsored or cosponsored programs are expected to adhere to the library's policies on patron conduct.

Approved by (governing body)

Signature of responsible representative

5.4.8 MODEL POLICY : AGE REQUIREMENTS FOR USE OF THE CHILDREN'S AREA

In order to make the children's room at (name of library) as safe and comfortable as possible for young people, use of the children's room is restricted to children under the age of less 18 and their parents or caregivers. Adults, including teachers and college and university students, who have a legitimate need to use the children's collection must check in at the children's desk. Adults who are in the children's area without a child or who are not actively using children's library materials will be asked to leave the area. Persons the age of 18 or above who wish to attend or observe at a children program must speak with the librarian prior to entering the program room.

Approved by (governing body)

Signature of responsible representative

5.4.9 MODEL POLICY : REGISTRATION OF PATRONS

Library cards are provided to any person. Users may apply for borrowing privileges by paying the current fee established by governing body. Library cards are valid for one year.

The photo identification and verification of residence is required to obtain a library card. Identification can be established through a current voter identification card, passport, driving license, school identification card, or other valid picture identification issued by a governmental agency. If no valid picture identification is available, the circulation

staff may accept other reasonable forms of identification that establish identity. A parent or guardian must assume responsibility for materials borrowed by a person under eighteen years of age. Therefore it is the adult's identification that is required for registration of a minor. However, parents will receive a letter indicating that their child has applied for a card and that they are responsible for materials borrowed.

If proof of residence is not provided, the library card will be mailed to the address provided. Library cards may not be forwarded to a second address and will not be distributed in person without proof of residency. Demographic information may be gathered in order to plan library services.

Approved by (governing body)

Signature of responsible representative

5.4.10 MODEL POLICY : CONFIDENTIALITY OF LIBRARY PATRON RECORDS

The policy of the library is to preserve the privacy of its patron's circulation, borrower registration and usage records and to treat them with confidentiality. These records include, but are not limited to, patron registration data, circulation records, overdue and reserve records, participation in library sponsored programs, record library visits, and / or any data that contain information that links a specific patron to specific materials or services used. Each patron has individual control over his or her borrower's card, and presentation of the card permits access to information about the borrower's current circulation record.

Except during the actual period of transaction (circulation, maintenance of record on unpaid fines, reservation of materials), the library administration

purposes, records will be expunged when information is no longer needed or upon expiration of any records retention requirements. The library has no control over any data that a library computer user sends to another computer server during an Internet session. Transactions are erased regularly. However, data can remain on the hard drive and confidentiality of this data cannot be assured.

Library resources and services may not be used to conduct illegal activities. Nothing in this policy prevents the library from exercising its right to enforce the approved rules of behavior, to protect its facilities, computer network, and equipment from harm, or to prevent the use of library facilities and equipment for illegal purposes.

Any employee or volunteer who discloses information in violation of this policy commits an offence and is subject to disciplinary action and may be subject to criminal prosecution.

Approved by governing body

Signature of responsible representative

5.4.11 MODEL POLICY : CIRCULATION OF MATERIALS

The library has established policies that facilitate the borrowing of library materials for use outside of the library building. A patron must present a valid borrower's card in order to remove library materials for the building. The person presenting a valid borrower's card is assumed to have the authority to use that card unless it has been reported lost or stolen.

Library materials will be loaned to anyone holding a valid library card for the loan period established by governing body / M. C. Materials that are not returned by

the due date, will be subject to fines, as established by the schedule approved by governing body.

Borrowing privileges will be revoked by the librarian if the circulation policy is abused. Abuse of the circulation policy includes failure to return materials on time, failure to pay fines that exceed the threshold established by the library, or intentionally damaging materials. Disputed claims, such as materials that are claimed returned but have not cleared from the patron record or items that a patron claims not to have borrowed, will be accepted and removed from the patron record no more than twice a year. Fines and records of overdue materials are maintained for a minimum of seven years and are subject to the library's policy on "Fees and Recovery of Overdue Materials."

Approved by governing body

Signature of responsible representative

5.4.12 MODEL POLICY : FEES FOR SERVICE

The library has as its mission the provision of free and open access to information in varied formats. However, there are limits to what can be provided with budgeted funds. The M. C. has determined that some services will be provided on a cost recovery basis, passing the cost of these expanded services on to the user. Fees are established and charged when the service clearly benefits an individual user, prevents reuse of materials, or requires extraordinary staff time to provide, e.g., printouts from library databases, meeting room use.

Fees will be reviewed and established by the governing body / M. C. annually and a schedule of fees will be posted on the library's Web site and at the circulation desk.

Approved by governing body

Signature of responsible representative

5.4.13 MODEL POLICY : FINES AND RECOVERY OF OVERDUE MATERIALS

Library materials are purchased for use by all members of library. The library establishes regulations for the loan of materials, including circulation periods, renewal processes, and fines for late return. The M. C. believes that the individual who choose to keep materials past the due date, or who refuses to settle unpaid fine or fees, compromises to some extent his or her right to privacy. The library will attempt to recover overdue materials and will notify patrons of unpaid fines and fees according to procedures established by Managing Committee. Information regarding overdue and nonreturned materials and past-due fines and fees may be disclosed by the library to third-party collection agencies when that agency has entered into an agreement with the M. C. to recover materials or to collect fees and fines. The library will also provide sufficient information to allow any individual other than the holder to the borrower's card to settle unpaid fines or fees on that card. However, authors, titles, or subjects of lost or overdue materials will not be disclosed without presentation of the borrower's card.

Approved by governing body

Signature of responsible representative

5.4.14 MODEL POLICY : INTERLIBRARY LOAN

The library participates in the national interlibrary program that permits the library to borrow materials for its patrons from other libraries. This interlibrary loan service is available to all patrons whose record is clear of fines and overdue items. Materials will be requested for patrons who do not hold a current library card, but use will be limited to in-house. Books and photocopies of articles from periodicals not owned by the library, or that are otherwise unavailable, may be requested for loan

through interlibrary loan. Requests for periodical articles, including newspapers and reports, will be checked against the library's electronic databases before the request is forwarded to ensure that the requested information is not available. Audio and film recordings, microfilm, and genealogy materials may be requested but are often difficult to obtain. Items owned by the library but checked out to another patron or otherwise temporarily unavailable may not be borrowed through interlibrary loan unless the item requested is more than two months overdue.

The library does not charge for interlibrary loan service. However, the patron is responsible for charges or fines imposed by the lending library. Every attempt will be made to borrow items from libraries that do not charge fees for loaning materials. If a patron does not wish to borrow an item if charges are imposed (such as lending fees, photocopying charges), this must be stipulated when the request is made. Fines for overdue materials and processing costs for lost items will vary the lending library and are the responsibility of the patron.

The library may restrict the number of items requested by an individual patron. The action will be taken only in consultation with the patron and alternative sources for service will be suggested. Requests that staff determine may violate copyright laws will not be accepted. Photocopies received through interlibrary loan will be stamped with a notice of copyright.

Approved by governing body

Signature of responsible representative

5.4.15 MODEL POLICY : PROTECTION OF COPYRIGHT

A notice of copyright will be prominently placed on the photocopier(s) and any other library equipment, such as cassette recorders and overhead projectors, that are capable of duplicating or reproducing copy righted materials. Library staff will refuse to duplicate any materials if doing so would violate copyright and will, when asked, inform patrons if materials being borrowed are subject to copyright restrictions and staff will refuse any request

that would violate copyright regulations. Policies and procedures for use of the library's meeting room will include provisions related to use of copyright protected materials.

Library staff will follow copyright law in selecting and using materials for public performance at programs. Organizations using the library's meeting rooms are also covered by the license and must follow copyright laws.

Approved by governing body

Signature of responsible representative

5.4.16 MODEL POLICY : REFERENCE AND INFORMATION SERVICES

The reference staff / librarian at the library endeavors to provide accurate information and materials in response to requests from library users in an efficient, courteous and timely manner. In order to ensure that quality service is provided, only staff trained in providing reference service will work at the reference desk. Questions are generally answered in the order received, with priority given to questions asked by patrons who are in the library.

Services available through the reference desk include information services (answers to specific questions, recommendation of subject materials etc.) instruction on the use of the library and library materials (indexes, online services, catalogue, reference tools); bibliographic verification of items requested (title, author, publisher, ISBN, price); reader's advisory (suggestions on books to read, videos and DVDs to view, recordings to hear); referral to community services; and assistance in locating materials.

Before responding to a reference request, staff must understand the question completely. When answering specific information questions, staff will always cite the source of the answer. Personal beliefs, opinions, and experience are generally not acceptable sources of answers to reference questions but, if given, will be appropriately identified as such. Staff will

accompany the patron to the location of the desired materials in the library and confirm that the information meets the patron's need. If a patron's question cannot be completely met through the library's resources, staff will refer the patron to a more appropriate resource to obtain the desired information whenever possible. Staff will attempt to provide accurate contact information for other organization / institution when referring a patron but cannot make the actual phone call on behalf of the patron.

Telephone reference service and service provided through technologies, such as online chat sessions, are usually limited to supplying readily available information that does not require extensive research and that can be accurately imparted over the telephone or in brief written passages. The patron best performs extensive research that requires selection of appropriate material, interpretation of data and sources, or analysis of information, although library staff is available to offer guidance. Detailed information, especially that which is subject to analysis or interpretation, will not be relayed over the telephone. Samples of available materials can be gathered and held for patron pickup. Staff cannot photocopy material to be mailed except under (such as for disabled patrons who cannot come to the library, for other libraries, etc.).

Telephone reference questions that can be answered quickly without affecting service to patrons in the library, should be handled while the patron waits on the phone. Questions that require more time to answer, or that are received while other patrons are waiting in the library, will be handled as callbacks. Privacy and concern for accuracy of information will be considered when leaving messages on answering machines or with another household member.

All requests for reference information are confidential. Reference staff may consult with one another when necessary to serve the patron or consult with staff at other libraries, agencies, and organizations. Questions are tallied for statistical purposes

and may be compiled to assist in staff training. In all cases, patron confidentiality and privacy will be maintained.

Approved by governing body

Signature of responsible representative

5.4.17 MODEL POLICY : HOMEWORK ASSISTANCE

Homework questions and assistance with school assignments received from students, regardless of age or grade level, will be answered in the same manner as any other reference question. Priority will be given to questions asked by patrons in the library. Materials may be pulled from the shelves and held for patron pickup.

If a teacher informs the reference desk staff that the search process and use of research materials are part of the assignment, staff will defer to the teacher's request and limit assistance to helping students locate appropriate materials without supplying answers.

Elementary grade students are needed intensive assistance with their homework.

Approved by governing body

Signature of responsible representative

5.4.18 MODEL POLICY : PHOTOCOPYING

The library provides a photocopier for public use, primarily to facilitate patron use of noncirculating materials such as reference books, magazines, newspapers and local history materials. Fees for the copier are established by the library Managing Committee and are approved by the District Library Officer (DLO). Fees are reviewed annually.

Approved by governing body

Signature of responsible representative

5.4.19 MODEL POLICY : DATABASE SEARCHING

In accordance with the library policy on collection development, information may be acquired in a variety of available electronic formats. Whenever possible and if doing so is economically viable, the library will acquire electronic information that allows the least restrictive use of electronic resources. Whenever possible remote access to electronic resources will be made available to library card holders. Access to basic electronic resources will generally be available free of charge to all library patrons. When it is not possible to provide electronic resources without charge, charges will be established by M. C. on a cost-recovery basis. Charges will also be established for printing search results.

Search results may be saved to a flash drive or forwarded electronically to a patron's e-mail address if these functions are supported by the electronic resource. The library does not and cannot guarantee compatibility between programs and peripheral devices.

Search time on unmediated electronic resources may be limited to 15 minutes per patron when others are waiting to use the equipment. Electronic resources are generally only one of the available sources of information, and reference staff will help patrons locate other library resources that will meet their information needs. Staff is also available by appointment to discuss search strategies, provide instruction on how to use the electronic resources, and offer suggestions for other resources that may be useful.

Approved by governing body

Signature of responsible representative

5.4.20 MODEL POLICY : INTERNET USE

As part of its mission to provide a broad range of information in a variety of formats, the library provides access to the Internet. Staff will conduct Internet searches on behalf of patrons when warranted as part of the library's

reference and information services. Computers are also available for patrons who wish to conduct their own searches or use other Internet resources.

The library is responsible only for the information provided on its own Web site. Access points and links to information resources on the library's home page are selected by library staff and are checked regularly to ensure that they remain valid and consistent with the roles of the library. The library cannot guarantee that information on the internet is accurate. If requested, staff will assist patrons in conducting searches and offer guidance on evaluating sources and verifying information. Library staff will assist patrons with searches and suggest search strategies, but can provide limited assistance in teaching patrons how to use the Internet. The library will occasionally offer short introductory classes to familiarize patrons with the basics of Internet searching. Videotapes, DVDs, e-books, and other learning resources are also available for patron use.

The librarian will determine the Internet functions that are enabled, but generally they will be limited to those that assist patrons in locating and obtaining information. When it is technically possible to do so, files may be downloaded to portable storage devices or printed to designated printers. Patrons who download files are responsible for verifying that the files are free of computer viruses. Charges for printing will be established on a cost-recovery basis by Managing Committee. By logging on to the Internet, patrons agree to abide by the library policy on public use of computers.

Parents or guardians are responsible for Internet use by their children. The library will make available to parents information related to safe Internet practices and computers in the children's room point to age appropriate Web sites. Staff is available to assist children who are conducting searches. Parents are reminded that filtering software can be circumvented by experienced computer users. Therefore, they should monitor their child's use of the Internet.

Patrons, including minors, who access the Internet in the library, may not display text or graphics as obscenity pornography. In addition, minors are prohibited from accessing materials considered to be "harmful to minors". Library employees are authorized to take appropriate actions to enforce the rules of conduct and to prohibit use of computers by individuals who fail to comply with the Internet Safety Policy as stated or implied herein.

Deliberate and continued display of some materials that are not obscene or pornographic may still constitute sexual harassment. Users may not copy or distribute electronic materials, except as permitted by the fair use regulation without permission of the copyright owner.

While the use of chat rooms, social networking sites, wikis, blogs, and other Internet functions are not prohibited, the Library neither encourages nor offers technical support for their use. Patrons should be aware that the anonymity of some functions might also provide cover for individuals with criminal intentions. Users, including minors, are warned that other individuals may obtain unauthorized access to personal information and /or may misrepresent themselves. Users, including minors, are advised not to share personal identification information to unknown or otherwise unverified sources via electronic communication.

Approved by governing body

Signature of responsible representative

5.5 MODEL OF PUBLIC LIBRARY INFORMATION NETWORK SYSTEM

5.5.1 Introduction

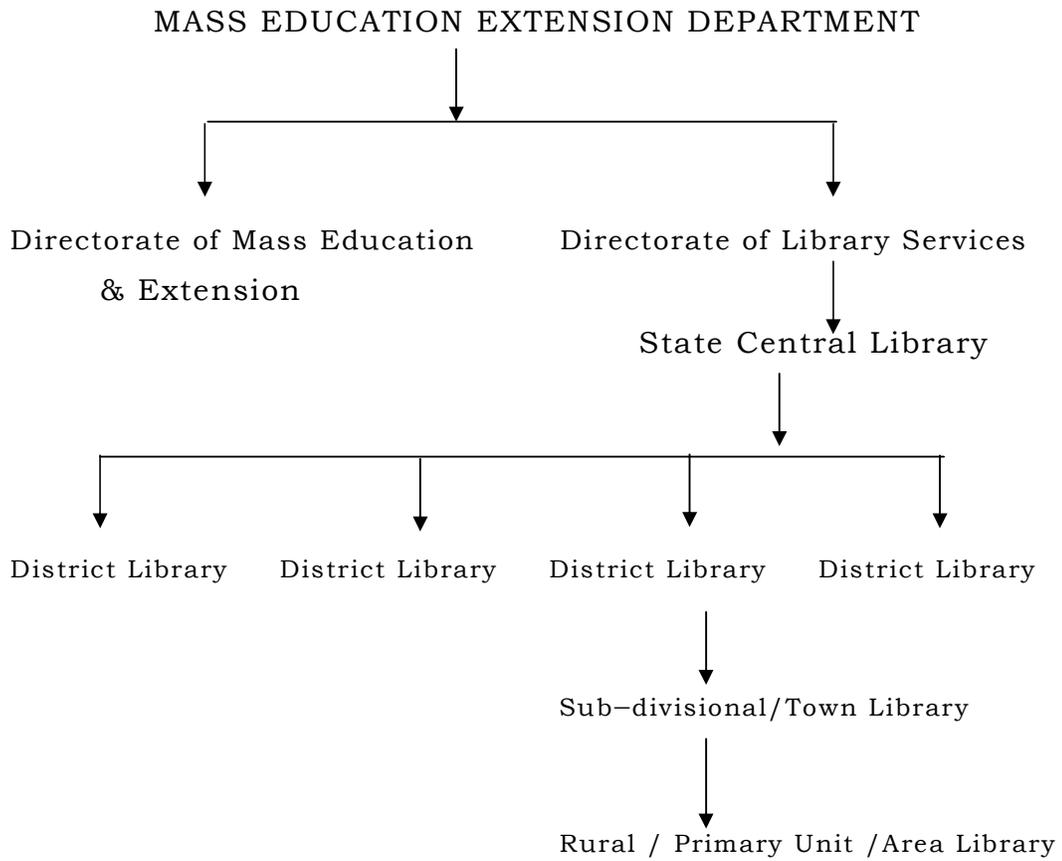
Public Library Network is comparatively a recent addition to the technology of library and information science. During present situation, networking more accurately refer to those systems which contain elements of computerization with machine readable database capable of being accessed either offline or online. Communication between a number of computers and between different terminals in a computer situated in different libraries is the result of library network. Networking of public libraries is the best way to make valuable resource sharing of different public libraries. The applications of electronic media are forcing libraries to construct and participate in networks. Due to advent of information networks, remote transmission of text and graphics, videos and animations are also possible. National, international, regional and local databases are available to search for different information through telecommunication networks.

5.5.2 Proposed Model of Public Library Information Network (PLIN) in West Bengal

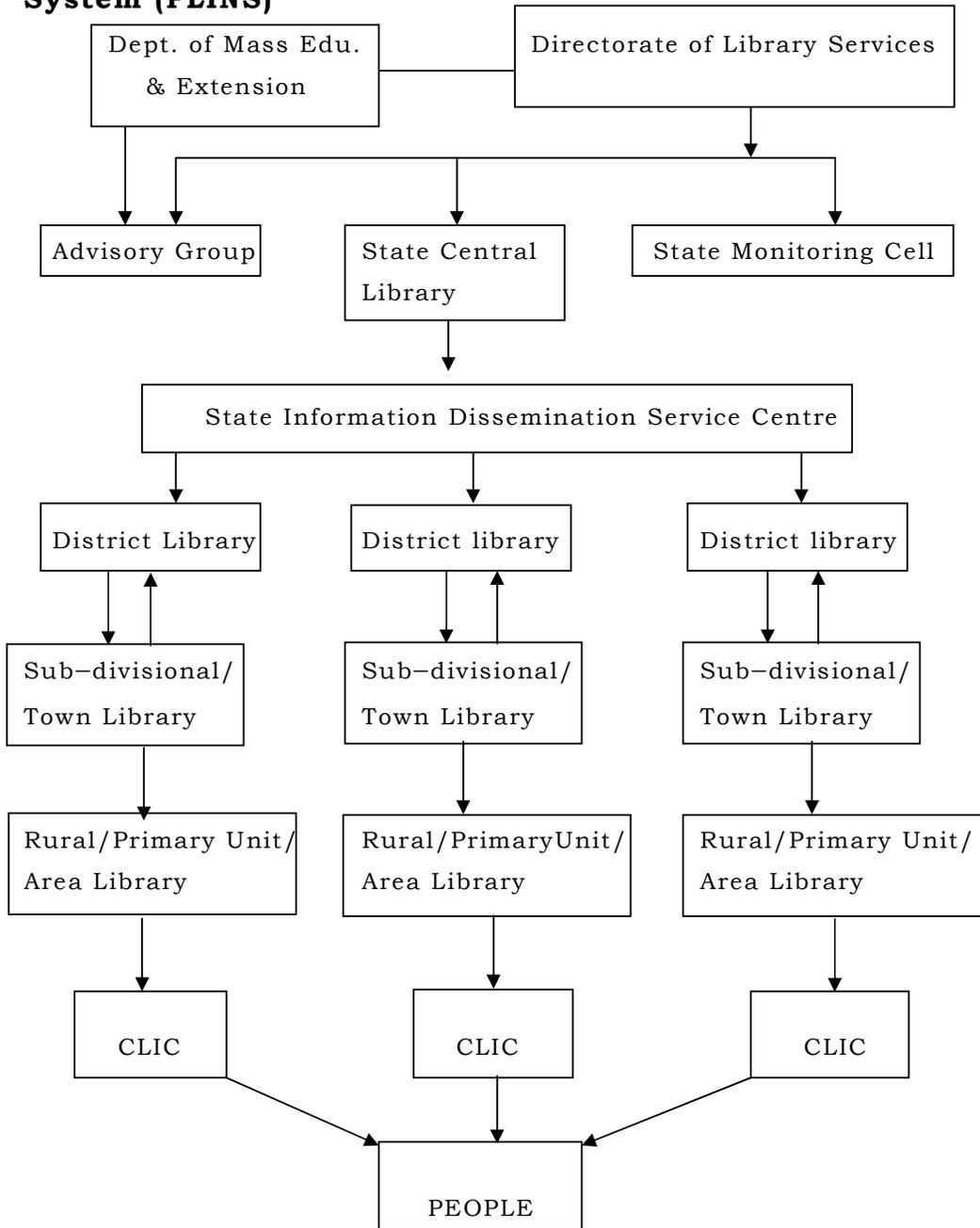
The rural scenarios of West Bengal are lack of Proper information service centres at the village. The rural people do not get the proper information at the right time and this lead to the slow development of rural mass. For this situation, the Information Support System for Rural Development (ISSRD) should be constructed for Integrated Rural Development in West Bengal. To develop such system (ISSRD), a network of public libraries and information centres dealing with rural development research is urgent needed.

The proposed model will facilitate for improving the existing system and services in building up a progressive community. It also help people to make use of information resources, acquire, store, assemble, retrieve and disseminate the right information to the people/users at the right moment and can access the information at all levels if service is extended.

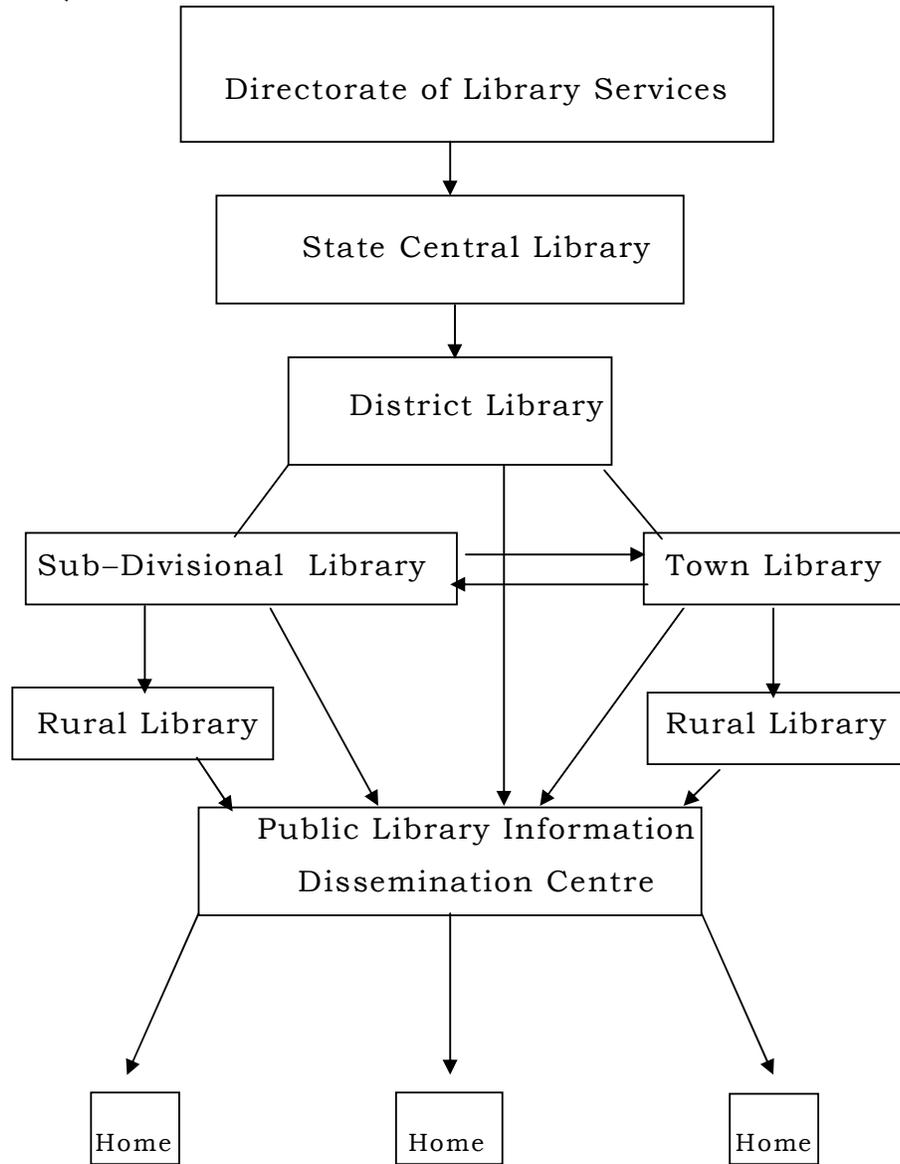
Existing Public Library System



Proposed Model for Public Library Information Network System (PLINS)



Proposed Public Library Information Dissemination System (PLIDS)



On the basis of existing infrastructure, and considering the needs and requirement of the communities, views and suggestion of the users a model of Public Library Information Network System (PLINS) and Public Library Information

dissemination System (PLIDS) have been proposed. In the proposed model of PLINS, Director of library Services, Govt. of West Bengal will act as central directing body and State Central Library will act as central hub. State Monitoring Cell and Advisory Group will help the State Central Library (SCL) for implementing the public library information network system and also help its functioning properly. State Information Dissemination Service Center will be established under SCL which will serve information to the public libraries from district to rural / primary unit library / Community Library and Information Centre (CLIC). In PLINS, information of district libraries will be shared with SCL and SCL will also serve information to the people directly. The State Central Library should also collect, process and provide access to all relevant government and non-government information to other public libraries on requirement.

The proposed model will be developed in different phases for establishing, implementing, maintaining and evaluating the usefulness, functions and services. Feedback from the communities / user communities will be determined time to time. The proposed model will facilitate for improving the existing public library system and services in West Bengal.

5.5.3 ICT and Public Library Information Network (PLIN)

In context of West Bengal as well as in India prevailing social, political and sometimes religious discrepancies e.g. income, location, language, illiteracy, education, minority, status etc hindered its citizen from getting proper access to information. The persisting digital divide is also one of the major factors associated with this problem. Amalgamation of ICT and community information services will prioritize and help workforce development and lifelong learning opportunities in global economy and changing world. Hence proper harness of

ICT and its deterministic use in rural sector may bring a paradigmatic change in the areas of public library network.

Public library may be instrumental by providing equal opportunities to the citizen and function as a safety net against social exclusion of different parameters and open the sluice gate of information with the help of digital highway. Public library should provide access to the resources of the library and to those of other libraries and information services through the creation and maintenance, participation in effective electronic networks.

5.5.4 Public Libraries Responsibilities

To ensure the equitable participation of all public libraries, state monitoring cell must accept the service, staffing and hardware responsibilities outlined below :

5.5.4.1 Service : Public libraries general responsibilities as network members are to

- a. Promote awareness of the capabilities of the Inter Library Loan (ILL) service to their own users and community with the use of promotional materials and the district library's (including SCL) website;
- b. Direct users via a link on the library's site and Online Public Access Catalogue (OPAC);
- c. Provide access to the collection /resources of other libraries ;
- d. Ensure local collections are utilized fully and integrate resource sharing services into reference and information service;
- e. Agree to share their own materials (e.g. rare book) or other resources and information request through network;
- f. Contribute up-to-date holdings information in a timely manner to resource sharing database as outlined in a time table provided by state central library;

- g. Adhere to the required ISO protocol in the ILL management software;
- h. Adhere to the ILL policies and participation standards;
- i. Protect ILL patron records as per the Copy Right Act, Property Right Act, Right to information Act, and protection Privacy Act.

5.5.4.2 Staffing : Libraries assign trained staffs to the resource sharing process.

5.5.4.3 Hardware / Software / Communications : Libraries supply and maintain hardware / software and communication resources to the network. They are to provide equipments and connectivity at their own expense.

A library may become ineligible to use the network if its participation fails to meet the guidelines or its activity reduces the effectiveness of the overall service.

5.5.5 Conclusion

All the libraries within the Directorate of Library Service in West Bengal work independently and without any cohesion among themselves. Proper coordination and cooperation is an urgent need within the three tiers of libraries including CLICs. Public libraries cannot function in isolation. Each of them should be an integral part of a system where group of public libraries and information centres and extending services in fullest extent. The needs and requirements of the public library information network system would work as a platform for dissemination of information to the right users in a right time. The proposed network would meet the information requirements of the communities /community users of this state.

5.6 PROVIDE HIGH QUALITY SUSTAINABLE PUBLIC LIBRARY SERVICES FOR WEST BENGAL

Seventeen recommendations were identified in the Public Library Review process. From those recommendations, three key goals and nine objectives were developed. The table on the following pages is a visual representation of each recommendation as it relates to the goals and objectives of the model. This will be used to develop action plans to implement the vision of “high quality sustainable public library services for all people in West Bengal.

5.6.1 Public Library Access

Establishment Grant

Recommendation 1 : That the library establishment grant be restructured to provide a greater incentive.

Public Library Awareness Campaign

Recommendation 2 : That the state provides financial support for an information campaign about the benefits of libraries and services they provide.

Recommendation 3 : That the Open Shelf and the mobile Library programs be reviewed by the Public Libraries.

PERSONS WITH DISABILITIES

Removing Barriers

Recommendation 4 : That public libraries strive to remove the barriers that prevent persons with disabilities from accessing the benefits of the library.

Recommendation 5 : That public libraries examine cooperative options to provide library services to home bound residents.

5.6.2 Sustainable Model for Public Libraries

FUNDING

Funding Formula

Recommendation 6 : That the state establish a funding mechanism to address current trends in population and operating costs.

Collection Development Grant

Recommendation 7 : That the annual Collection Development Grant be extended to include all CLIC in the state that meet the qualification of being open at least ten hours a week, and agree to share their collections through the public library system.

SUSTAINING TECHNOLOGY

Recommendation 8 : That an annual technology maintenance grant be made available to each public library including State Central Library to be used for hardware or software replacement, for purchase of digital content or Internet access.

JOINT USE FACILITIES

Recommendation 9 : That the Public Libraries develop governance and operational guidelines for joint use facilities with schools.

5.6.3 Create a High Quality Public Library System

TECHNOLOGY

High Speed Internet Access

Recommendation 10 : That high speed Internet access be made available at every public library in West Bengal for staff and public access.

Recommendation 11 : That the development of local library Internet servers be encouraged to enable state wide resource and information sharing.

Electronic Content

Recommendation 12 : That the public libraries include content such as electronic journals, books and audio books throughout the state for all library users.

TRAINING

Recommendation 13 : That library staff and trustees/members of M.C. receive ongoing training.

LIFELONG LEARNING AND COMMUNITY DEVELOPMENT

Recommendation 14 : That the role and capacity of public libraries to provide lifelong learning and community development be strengthened.

Recommendation 15 : That public libraries in partnership with government and non-government agencies, develop guidelines for public library literacy programs.

CONTINUING DEVELOPMENT

Recommendation 16 : That the Local Library Authorities create Librarian Advisory Committees to provide advice, exchange information and raise ideas.

Library Standards

Recommendation 17 : That the public libraries develop, in consultation with the library community, recommended standards for hours of opening, staffing standards, collection development and accessibility and other relevant measures of library effectiveness.

Conclusion

The consultation deliberation and creative thought that defined the process of developing this model must continue through the implementation stage.

Vision → Goals → Objectives → Recommendations

Vision		
Provide High Quality, Sustainable Public Library Services for West Bengal		
Goal # 1 Access		
Objective 1		
Encourage Library Establishment		
Recommendation 1		
That the library establishment grant be restructured to provide a greater incentive.		
Objective 2		
Promote Public Libraries		
Recommendation 2		
That the state provides financial support for an information campaign about the benefits of libraries and services they provide.		
Objective 3		
Enhance and Improve Public Libraries (PL) Program Delivery to Support the Access Goal of the Review		
Recommendation 3	Recommendation 4	Recommendation 5
That the Open Shelf and the mobile Library programs be reviewed by the Public Libraries.	That public libraries strive to remove the barriers that prevent persons with disabilities from accessing the benefits of the library.	That public libraries examine co-Operative options to provide library services to home bound residents.

Vision		
Provide High Quality, Sustainable Public Library Services for West Bengal		
Goal 2 Sustainability		
Objective 4		
Promote Public Libraries		
Recommendation 6	Recommendation 7	Recommendation 8
That the state establish a funding mechanism to address current trends in population and operating costs	That the annual Collection Development Grant be extended to include all CLIC in the state that meet the qualification of being open at least ten hours a week and agree to share their collections through the public library system.	That an annual technology maintenance grant be made available to each public library including State Central Library to be used for hardware or software replacement, for purchase of digital content or internet access.
Objective 5		
Enhance and Improve PL Program Delivery to Support the Sustainability Goal of the Review		
Recommendation 9		
That the Public Libraries develop governance and operational guidelines for joint use facilities with school.		

Vision		
Provide High Quality, Sustainable Public Library Services for West Bengal		
Goal 3 Quality		
Objective 6		
Increase the technological capacity of public libraries throughout the state.		
Recommendation 10	Recommendation 11	
That high speed internet access be made available at every public library in West Bengal for staff and public access.	That the development of local library Internet servers be encouraged to enable state wide resource and information sharing	
Objective 7		
Enhance and Improve PL Program Delivery to Support the Quality Goal of the Review		
Recommendation 12	Recommendation 13	Recommendation 17
That the public libraries be expanded to include content such as electronic journals, books and audio books throughout the state for all library users.	That library staff and trustees /members of M.C. receive ongoing training	That the public library develop in consultation with the library community, recommended standards for hours of opening, staffing standards, collection development, and accessibility and other relevant measures of library effectiveness.
Objective 8		
Develop a state wide mechanism to enhance communication amongst the public libraries.		
Recommendation 16		
That the Local Library Authorities create Librarian Advisory Committees to provide advice, exchange information and raise ideas		
Objective 9		
Strengthen the role of the public library in the community		
Recommendation 14	Recommendation 15	
That the role and capacity of public libraries to provide lifelong learning and community development be strengthened.	That the public libraries in partnership with government and non-government agencies, develop guidelines for public library literacy programs.	

5.7 WEST BENGAL PUBLIC LIBRARY MODEL

LONG AND SHORT-RANGE PLANS

5.7.1 LONG-RANGE PLAN

5.7.1.1 Vision Statement

The West Bengal Public Library envisions a future in which people of all ages will find expanding recreational, informational and technological resources to connect them to a global body of knowledge; The youth of the community will find resources, programs, and services which will offer entertaining and enjoyable activities and experiences, and which will equip it for the larger world beyond the village; The library will offer services, programs, and resources which will result in it becoming a focus for a strong sense of community enjoyment, identity, and involvement.

5.7.1.2 Mission Statement

The mission of the West Bengal Public Library is to offer materials, programs, and services which will provide satisfying recreational experiences for people of all ages; learning support for elementary, and high school students; and opportunities for personal growth and development for all ages, in a pleasant and welcoming environment.

5.7.1.3 Roles of the West Bengal Public Library

Accordingly, the service responses the library focuses on will be :

PRIMARY : Current Topics and Titles : The library helps to fulfill residents' desire for satisfying recreational experiences and information about popular cultural and social trends.

PRIMARY : Formal Learning Support : The library provides informational resources, personal help, and educational tools that further the progress of students.

SECONDARY : Lifelong Learning : The library provides materials that will foster self-directed personal growth and development opportunities.

5.7.1.4 Future Forecasting Screens

Any long-range plan must attempt to take into account changes in future community needs, resources, staff needs, and library use.

5.7.1.5 Long-Range Plan : Goals and Objectives

Goal 1 : The library will provide a current collection of titles in high demand to ensure customer requests are met quickly.

Objective 1 : Develop a plan to improve and facilitate total book ordering process by _____ (date).

Objective 2 : Survey customer satisfaction with Adult Fiction collection by _____ (date).

Objective 3 : Increase circulation of Adult Fiction by 5% by _____ (date).

Objective 4 : Increase circulation of YA titles by 10% by _____ (date).

Goal 2 : Materials will be offered in the formats people want.

Objective 1 : Increase circulation of audio books by 10% by _____ (date).

Objective 2 : Increase circulation of videos by 10% by _____ (date).

Goal 3 : The library will provide printed informational resources with children collection that will support the educational progress of students.

Objective 1 : Improve communications between teachers and library by _____ (date).

Objective 2 : Increase Juvenile Nonfiction collection by 15% by _____ (date).

Objective 3 : Develop a Juvenile Reference collection of at least 15 reference volumes by _____ (date).

Objective 4 : Increase conventional children collection by 15% by _____ (date).

Goal 4 : The library will provide electronic access and educational software that will enhance the educational progress of students.

Objective 1 : Offer Internet access to students aged twelve and up by _____ (date).

Goal 5 : The library will provide adult materials on a wide variety of topics of general interest.

Objective 1 : Increase the Adult Nonfiction collection by 10% by _____ (date).

Objective 2 : Increase Adult Nonfiction circulation by 25% by _____ (date).

Goal 6 : The library will offer services which will foster interest in lifelong learning.

Objective 1 : Organize Adult Nonfiction collection to encourage browsing by _____ (date).

Objective 2 : Offer Internet access to enhance research capabilities in areas of public interest by —— (date).

5.7.2 SHORT-RANGE PLAN

5.7.2.1 Vision Statement

The West Bengal Public Library envisions a future in which:

People of all ages will find expanding recreational, informational and technological resources to connect them to a global body of knowledge;

The youth of the community will find resources, programs, and services which will offer entertaining and enjoyable activities and experiences, and which will equip it for the larger world beyond the village;

The library will offer services, programs, and resources which will result in it becoming a focus for a strong sense of community enjoyment, identity, and involvement.

5.7.2.2 Mission Statement

The mission of the West Bengal Public Library is to offer materials, programs, and services which will provide satisfying recreational experiences for people of all ages; learning support for elementary, and high school students; and opportunities for personal growth and development for all ages, in a pleasant and welcoming environment.

5.7.2.3 Roles of the West Bengal Public Library

Accordingly, the service responses the library focuses on will be :

PRIMARY : *Current Topics and Titles:* The library helps to fulfill residents' desire for satisfying recreational experiences and information about popular cultural and social trends.

PRIMARY : *Formal Learning Support:* The library provides informational resources, personal help, and educational tools that further the progress of students.

SECONDARY : *Lifelong Learning:* The library provides materials that will foster self-directed personal growth and development opportunities.

5.7.2.4 Short-Range Plan Goals, Objectives and Actions

Goal 1 : The library will provide a current collection of titles in high demand to ensure customer requests are met quickly.

Objective 1 : Develop a plan to improve and facilitate total book ordering process by —— (date).

Action 1 : The librarian will develop a list of popular authors to put on “automatic order” by _____ (date).

Action 2 : The librarian will call M. C. meeting to find out about automated ordering process by _____ (date).

Action 3 : The librarian will ask elementary school librarian which reviews, companies, and methods he uses for children’s book orders by _____ (date).

Objective 2 : Survey customer satisfaction with Adult Fiction collection by _____ (date).

Action 1 : The librarian will do user surveys during the first half of _____ (date).

Action 2 : The librarian will collect the survey report and analyze the results in by _____ (date).

Objective 3 : Increase circulation of Adult Fiction by 5% by _____ (date).

Action 1 : The librarian will use the results of the survey to identify areas of dissatisfaction and need by _____ (date).

Action 2 : The librarian will begin ordering materials in new areas identified as most wanted starting in by _____ (date).

Objective 4 : Increase circulation of Young Adult titles by 5% by _____ (date).

Action 1 : Staff will identify YA titles with spine labels by _____ (date).

Action 2 : Staff will change catalog cards to indicate YA by _____ (date).

Action 3 : The librarian will order posters to highlight the Young Adult (YA) section by _____ (date).

Action 4 : The librarian will say M. C. for information on YA collections, topics, and titles by _____ (date).

Goal 2 : Materials will be offered in the formats people want.

Objective 1 : Increase circulation of audio books by 5% by _____ (date).

Action 1 : The librarian will determine yearly amount to be budgeted for audio books by _____ (date).

Action 2 : The librarian will begin ordering audio books once a year, beginning by _____ (date).

Objective 2 : Increase circulation of videos by 10% by _____ (date).

Action 1 : The librarian will set up an account for video department in _____ (date).

Action 2 : The librarian will order videos once a year beginning in _____ (date).

Goal 3 : The library will provide printed informational resources with children collection that will support the educational progress of students.

Objective 1 : Improve communications between teachers and library by _____ (date).

Action 1 : The librarian will visit the all classes of elementary and high schools to hand out library cards and meet class members by _____ (date).

Action 2 : The Librarian will visit all elementary classes to promote the Summer Reading Program by _____ (date).

Action 3 : The librarian will examine major textbooks for all classes of elementary and high schools by _____ (date).

Objective 2 : Increase Juvenile Nonfiction collection by 15% by _____ (date).

Action 1 : The librarian will examine collection and determine most-needed materials by _____ (date).

Action 2 : The librarian will set up a monthly plan for buying most-needed books by _____ (date).

Objective 3 : Develop a Juvenile Reference collection of at least 15 reference volumes by _____ (date).

Action 1 : The librarian will determine the best volumes to buy by asking M. C. and by reading reviews and catalogs by _____ (date).

Objective 4 : Increase children collection by 15% by _____ (date).

Action 1 : The librarian will select the best children books, audio visual materials to buy by reading reviews and catalogues by _____ (date).

Goal 4 : The library will provide electronic access and educational software that will enhance the educational progress of students.

Objective 1 : Offer Internet access to students aged twelve and up by _____ (date).

Action 1 : The librarian will write and propose for M. C. approval an Internet policy by _____ (date).

Action 2 : The Librarian will train the staff in Internet use by _____ (date).

Action 3 : The librarian will write basic directions to be displayed near the computer by _____ (date).

Goal 5 : The library will provide adult materials on a wide variety of topics of general interest.

Objective 1 : Increase the Adult Nonfiction collection by 10% by _____ (date).

Action 1 : The librarian will examine the Adult Nonfiction (ANF) collection and determine the most-needed material by _____ (date).

Action 2 : The librarian will make a plan for orderly buying to fill in by _____ (date).

Objective 2 : Increase Adult Nonfiction circulation by 20% by _____ (date).

Action 1 : The librarian will create at least 4 seasonal nonfiction displays during by _____ (date).

Action 2 : The librarian will be working on possible topics/titles lists and displays in _____ (date).

Goal 6 : The library will offer services which will foster interest in lifelong learning.

Objective 1 : Organize Adult Nonfiction collection to encourage browsing by _____ (date).

Action 1 : The librarian and staff worker will use signage to identify major subject areas by interest.

Objective 2 : Offer Internet access to enhance research capabilities in areas of public interest by _____ (date).

Action 1 : The librarian will bookmark Websites for several areas of interest by _____ (date).

Action 2 : The librarian will create handouts of Websites for several areas of interest by _____ (date).

5.8 MODEL GOALS, STRATEGIES, INITIATIVES FOR ‘WEST BENGAL PUBLIC LIBRARIES’

GOAL # 1 : The Public Library will increase its size to meet the standards for the population served.

Strategies

1. Support the activities of the Raja Rammohan Roy Library Foundation (RRRLF), Bengal Library Association (BLA);
2. Build public support for a new and larger library;
3. Create and maintain a good support with all levels of government and non-govt. voluntary organization;
4. Execute a fundraising campaign;
5. Create a time line for construction.

Initiatives

- Provide opportunities to involve elected representatives in library activities, services and programs.
- Apply for grants and other revenue opportunities.
- Organize creative public awareness campaigns.
- Establish a fundraising committee.
- Secure funding from the different levels of Government and non-government voluntary organization.
- Review the applicable sections of the Policy Manual and revise as needed.

GOAL # 2 : The Public Library will create and maintain lifelong relationships with users.

Strategy

1. Identify user groups and their needs (examples : young adult, business community, Neoliterate, children etc.)

Initiatives

- Develop and maintain programs associated with identified groups.

- Review and analyze use of available client-based information to improve services.
- Evaluate user needs every three years by means of an in-house survey.
- Provide a friendly, welcoming environment for our users.
- Develop links to the youth & children in the community (e.g. develop a youth & children advisory committee, create a youth web domain, children web domain).
- Establish a mutually-beneficial presence in the school system.
- Develop and maintain programs for youth, children, senior citizen.
- Review the applicable sections of the Policy Manual and revise as needed.

GOAL # 3 : The Public Library will optimize and customize library services to our user groups.

Strategy

1. Adapt collections, services and programs to meet the changing needs of our community.
2. The Public library will increase its on-line presence.
3. Maintain a core group to increase our web services.

Initiatives

- Develop a plan to increase self-services (e.g. self check-out).
- Develop customized services to make the library more relevant to various groups of users (e.g. schoolers, youth, business, children, housewives, senior citizen etc.)
- Investigate and implement new services to attract new users.
- Implement automated circulation software system.
- Implement enhanced on-line access
- Offer virtual services and programs (e.g. send overdues by e-mail)
- Expand our virtual promotional services (e.g. promote ourselves on other websites, develop partnerships with other websites and business of other libraries).

- Create a youth, children web portal.
- Offer planned giving opportunities on the web page.
- Review the applicable sections of the Policy Manual and revise as needed.

GOAL # 4 : The Public Library will advocate for increased public awareness of the value and range of library services.

Strategies

1. Devise an effective and comprehensive advocacy plan to promote public library services.
2. Provide training for library Staff and Managing Committee members in effective communications.

Initiatives

- Inform the community of the library services.
- Keep the users informed – newsletter, website, email.
- Expand access to government services.
- Find forums to advocate for library services.
- Initiate, review and revise advocacy messages for delivery.
- Review the applicable sections of the Policy Manual and revise as needed.

GOAL # 5 : The Local Library Authority (LLA) will develop methods of measurement to evaluate the effectiveness of library services and programs.

Strategies

1. Define indicators of performance.
2. Approve indicators of performance.
3. Implement a system of performance measurement for programs and services.

Initiatives

- LLA Develop measurement tools such as ‘outcomes’.
- LLA develops understanding of performance measurement theory and practice.
- Test the system.
- Review the applicable sections of the Policy Manual and revise as needed.

GOAL # 6 : The Public Library will investigate, develop and maintain partnerships in the community.

Strategies

1. Stabilize and enhance City/town/block/panchayet funding for core services.
2. Stabilize and enhance funding from our contracting municipalities/panchayets
3. Develop and maintain partnerships with other organization such as our neighbours (e.g. local business, voluntary organization)
4. Develop and implement campaigns to augment reserve accounts for collection development, goods and services and building campaign.

Initiatives

- Stress the value and benefits of library service to local area /Gram Panchayets on a regular basis through presentations and deputations.
- Investigate more permanent arrangements with our current contracting municipalities / panchayets.
- Investigate sponsorships for programs and services from local business and look for ways to publicize their generosity.
- Create a sustainable fundraising program to develop the library’s collections.
- Continue the ‘Adopt-A-Book’ program.
- Review the applicable sections of the Policy Manual and revise as needed.

GOAL # 7 : The Local Library Authority (LLA) will attract, develop and maintain a trained and educated workforce and leadership that reflect our values and ethics.

Strategy

1. Maintain an ongoing commitment to staff training, recruitment and development.

Initiatives

- Ensure that LLA is able to recruit and retain employees.
- Support outstanding public service with a comprehensive staff training and development program.
- Investigate non-monetary motivators for staff (e.g. special projects).
- Strengthen internal communication by creation of a staff Intranet.
- Design the organization with flexibility to allow the library to react to new service needs quickly.
- Develop a staffing succession plan containing such elements as mentoring and job shadowing.
- The Policy Manual will be revised.
- Review the applicable sections of the Policy Manual and revise as needed.

GOAL # 8 : The Local Library Authority (LLA) will attract and develop members of Managing Committee and maintain an effective Managing Committee that reflects the library's values and ethics.

Strategy

1. Develop a cultural Managing Committee.
2. Determine our strengths, weaknesses, opportunities and threats.

Initiatives

- Form a 'Managing Committee formation manual that will form a good managing committee.
- Provide learning opportunities to enhance Managing Committee related skills.
- Review the performance evaluation policy, for members of Managing Committee.

- Review the strategic plan and Managing Committee action plans as required.
- Review the orientation package in sometime.
- Review the applicable sections of the Policy Manual and revise as needed.

GOAL # 9 : The Public Library will be an agent for the development of the community.

Strategies

1. Monitor Community indicators and trends.
2. Encourage and help the locality to achieve its goals.

Initiatives

- Investigate innovative and appropriate ways of delivering services to the community.
- Review the needs of the community as seen in the Local Plan, various media sources and expressed needs and respond to that need where it is appropriate.
- Review the applicable sections of the Policy Manual and revise as needed.

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