

“Re-engineering College Library & Information Services”

***Dr. Shivshankar Ghumre**

ABSTRACT

Re-engineering is very popular modern management technique. Application of re-engineering in the library management and services is the need of the present day. In this paper authors emphasized on not only historical background of re-engineers but also background of studied library in brief and implementation of re-engineers in five phase manner i.e. activates to be re-engineers team, vision for the new improved process and action needed to implement the new process.

Key Words: Re-engineering, Library, Information Service

*MSS's, Arts, Science and Commerce College, Ambad, India, drskghumre@gmail.com

INTRODUCTION

With the growing emphasis on quality improvement, libraries are adopting management technique to give their best in the form of information product & services. The management theories & principals which are applicable to an organization can be successfully implemented to library. The 1990's have seen tremendous evolution of recent management techniques such as TQM, Re-engineering, six Sigma etc. Re-engineering which has been very popular in the business world in 1990's is equally beneficial for libraries to redesign their services in order to provide pin pointed exhausting information to the end users. Re-engineering involves redesigning key process, while keeping customer at the center of process redesign.

Meaning & History of the Term Re-engineering

The pressures to lower costs, reduce cycle times, raise quality and, in general, make workplace process more productive & intensive. As a result, re-engineering which “burst upon the management scene in 1990” has been much in vogue. (Davenport). However the term re-engineering was first introduced by Michael Hammer in 1990 at a Harvard business review article, “re-engineering Work: Don't Automate obliterate. (Gaur, Ramesh, C) However hammer & Champy (1993) says re-engineering is the fundamental rethinking & radical redesign of business process to achieve dramatic improvement in critical contemporary measures of performance such as cost, quality, services & Speed.”

While as per option of davenport (1993) – “re-engineering is only the part of what is necessary in the radical change of processes; it refers explicitly to the design of new process. The term process innovation encompasses the envisioning of new work strategies, the actual process

design activity & the implementation of the change in all its complex technological human & organizational dimensions.

The above definitions mostly stresses on rethinking & radical redesign of process & also on destroying the old ways of thinking & operating.

Definitions of Re-engineering

1} Reengineering does not mean the using new computer systems in the existing system (i.e. replacing manual system). Rather, it is the modification of the existing system by the computer based system or a new human based system, and can even replace an existing computer based system with a human based system.

2} Microsoft Computer Dictionary defines the term 'Reengineer' (vb) as 'To rethink and redefine processes and procedures.'

3} Encyclopedia of Information Technology defines reengineering as 'the examination and modification of a system to reconstitute it in a new form and the subsequent implementation of the new form'.

4} Daniel P. Petrozoo and John C. Stepper in their book 'Successful reengineering' define the term 'Reengineering' as ' Reengineering is the concurrent redesign of processes, organizations, and their supporting information systems to achieve radical improvement in time, cost, quality, and customers' regard for the company's products and services.'

Though this definition is based on the company environment; in Library and Information Services and System also it is applicable more or less. Here, in the LIS environment, the term Customer is replaced with term User and term Company will be replaced with Library and Information Centre.

Objective of Re-engineering

- To satisfy the Customer's (users') need and expectation
- Achieve improvement in the performance
- To satisfy the organization's strategic goals
- Remove the non essential aspect of the library which are not necessary and running its functions

Challenges of Re-engineering

- Resistance to changes of management style and reporting structures
- Politics
- Fear of Jobless
- Declining Library Budgets
- Need of successful leadership for successful implementation of Reengineering

Characteristics of Reengineering

- With an existing system only because the reengineering concept means the replacement of the existing system with a new or a modified system.
- Another thing is that the reengineering is not a solution or an immediate answer to a specific problem rather it is applicable to a long term problem and it should Reengineering is applied in an existing user-oriented organization to make it more users friendly. It means, the concept of reengineering is applicable be noted that the full benefit of reengineering can be realized after years

OBJECTIVE OF THE STUDY

The objective laid down for the present study is as follows:

- i) To identify the pre-requisites for the application of re-engineering management.
- ii) To propose a step by step method for re-engineering library & information services for college library.
- iii) To provide a modern re-engineering plan for college library.

NEED OF RE-ENGINEERING FOR COLLEGE LIBRARY:

Following reasons points out of the need for re-engineering in college library.

- i) To cope the challenges posed by information explosion.
- ii) To fulfill multidimensional information need of library users.
- iii) To redesign information services of college library.
- iv) To provide pin-pointed exhaustive information to the end users of the library.

RE-ENGINEERING PLAN FOR COLLEGE, LIBRARY

The Re-engineering plan for college library has been framed in the following five steps.

STEP-I

PROCESS/ACTIVITIES TO BE RE-ENGINEERED

In the first step the Re-engineering team has identified the process/activity of the college, Library that have to be Re-engineering. These are as follows.

- i) Physical layout/facilities of the library.
- ii) Manual process of library housekeeping operation.
- iii) Library collection.
- iv) Information services provided by the library.
- v) Human resources.

STEP-II

SELECTION OF RE-ENGINEERING TEAM:

For the successful Re-engineering of college Library a competent team of experts should be established in order to reassign the library & information services of college library.

STEP-III

STATUS OF CURRENT PROCESSES IN COLLEGE LIBRARY:

In most of the college library maximum processes & in house library operations such as, acquisitions, cataloguing, Circulation, Serials control & various reports are being done manually. Use of information technology for library operations is very less.

STEP-IV

VISION FOR THE NEW IMPROVED PROCESS:

Following Vision May be developed for the new improved process-
Vision 'we are committed to provide an easy and ready access to the library resources for updating the knowledge base of students and staff. Our endeavor is to keep the users of the library abreast of the state of the art inputs in respect of arts, commerce & science, so that, they can face confidently challenges thrown open by 21st century. We are streamlining our concerted efforts to build our library as an excellent center for disseminating information;

STEPV

ACTIONS NEEDED TO IMPLEMENT OR REDESIGN THE NEW PROCESS

Physical layout/Facilities of the library

In order to provide better services to users the Physical layout of the library may be made as follows-

- i) Separate Stack room.
- ii) Computer laboratory with sufficient no of computer having Broad Band Connectivity.
- iii) Separate Reading Room for student and teachers with sufficient library furniture.
- iv) Separate Reference Section.
- v) Reprographic Section.
- vi) Processing section.
- vii) Independent cabin for Librarian and Asst. Librarian.

LIBRARY COLLECTION

In order to cope the challenges of multidimensional information needs of the library users, the library collection should be built in digital format. It may include-

- CDs, DVDs, Microfilms etc
- Online Books, on-line Journals.
- Online Database
- E-Reference Sources
- Membership with e-consortia

MANUAL PROCESSES OF LIBRARY HOUSE KEEPING OPERATIONS:

In order to improve efficiency of library housekeeping operations library should be automated with slandered library software. With the help of information Technology, The library housekeeping operations will be redesign in the following manner.

- Automated Acquisition system.
- Automated Cataloguing System.
- Automated Circulation System
- Automated Serials Control System
- Automated Reporting System
- Automated Stock Verification System

LIBRARY & INFORMATION SERVICES:

In order to redesign these information services, of information Technology may be used in the following way-

- CAS & SDI services by e-mail
- Online information Retrieval System
- Online Resource sharing Institutional Repository

HUMAN RESOURCES:

The vision Re-engineering HR in the college library is that, all human resources services should be available instantaneously, on demand with radical redesign of workflow processes. Following steps may be conducted for Re-engineering of human resources-

- To inform the library staff about the Re-engineering process, its need & impact.
- To inform the library staff about their role & responsibilities in Re-engineering processes.
- Organization of motivation /study tours for the library staff
- Organization of in service training programmers for library staff in the computer laboratory of college.

CONCLUSION:

Considering the importance of Re-engineering in library and information services, it is necessary to rethink on this serious issue and hoe it will apply to the library for providing better services to fulfill multidimensional needs of the present patrons.

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