# CO-ORDINATION OF STAFF AFFAIRS IN A COMPLEX ORGANISATION:

A case study of A.B.U. Library Services

BY

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A dissertation submitted to Department of Administrative Studies, Institute of Administration, Ahmadu Bello University, Zaria. in partial fulfillment for the award of a Postgraduate Advanced Diploma in Public Administration

JUNE, 1980

DEDICATION

To my wife and children for their love and endurance. May God be with them throughout their life - Amen.

ACKNOWLEDGEMENTS

I wish to express my profound gratitude to my supervisor, Mr. Yakubu Sankey for his very valuable guidance, useful suggestions and assistance which has immensely contributed to the success of this study.

My special thanks also go to Dr. P.C.A. Daudu who has afforded me the opportunity to undertake this study. My thanks also to the University Librarian, and his Deputy Mr. M.C. Eboka for their co-operation and assistance during the period of study. May God bless them richly. I am also grateful to the entire staff of Ahmadu Bello University Library complex for their cooperation and especially the Heads of Divisions/Branches that I had contacted for information.

I will appear to be ungrateful, if I fail to register my gratitude to my office staff for their endurance and co-operation in all respects throughout this period. My friends in the Bindery Division are also included.

Finally, I wish to extend my thanks to my course colleagues for their co-operation.

E. Omotayo Olatunji

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# INTRODUCTION

## PREAMBLE

In order to build a house which will be admired by large number of people it requires modern materials, techniques and capable builders. Therefore any good organisation, large or small, private or public requires not only finance but also good management. The question then can be asked, what is "good management"? The word "good" is an abstract adjective that cannot easily be determined or defined in this context because it depends on the individual's way of assessing things or his choice. It can be asked further, what is management? "Management is the art of getting things done through the co-operation of people". The functions of management include the following; organising, directing, delegating, integration, staffing and co-ordinating. If an organisation's performance can be based on these functions, then one can conclude that the organisation is "good" or "bad" in respect of the above. It is pertinent to mention at this stage that the word "management" may be replaced with the word "Administration" in the latter part of this

essay. The words "Management" and "Administration" are meant in this essay to have the same meaning and the same function. The word "management" is widely used for private organisations while "administration" is used for public organisations. Both governmental or public enterprises are known as public organisations while any other one are regarded as private i.e. they are privately owned.

PURPOSE OF STUDY

The idea of writing this paper is:

1. To examine the existing degree of intergration and co-ordination in the Ahmadu Bello University library complex;
2. To examine throughout the complex the staff management in all respects i.e. recruitment, development, deployment etc.
3. To trace brief history and the characteristics of each of the complex;
4. To suggest solutions to the problems in relation to the administration of the whole complex.

The library services of Ahmadu Bello University are scattered all over its respective campuses and in order to promote efficiency and adequate services to all, there

has to be proper co-ordination, integration, and effective communication. Further more, levels of hierarchy i.e. span of control have to be such as to promote efficient management. It is understood that the University Librarian is the statutory Head of all the Libraries, therefore it will be of great advantage if all libraries functions are brought under one umbrella.

SCOPE OF THE STUDY

The project has addressed itself to Ahmadu Bello University Library staff and most of the information is based on discussions with the University Librarian, his Deputy, Heads of Libraries, records and documents available. Some staff members of all categories were also interviewed. The Library authority will find this paper a useful guide in formulating its policies and restructuring its administrative set-up.

ORGANISATION OF MATERIALS

This essay has been divided into three main chapters. The first chapter has dealt with the systems of management. Since the essay is intended to suggest possible ways of improving the existing administrative structure of the Ahmadu Bello University Library complex, the

second chapter deals with the examination of the existing administrative patterns and its problems. The third chapter is the suggested ways of improvement and recommendations.

CHAPTER I

# MODEL SYSTEM OF MANAGEMENT IN COMPLEX ORGANISATION

## INTRODUCTION

The title of this essay is 'co-ordinating of staff affairs in a complex organisation'. In other words it means how to manage personnel and co-ordinate their activities in an organisation. The word complex in the sentence, implies an organisation with several branches and departments which are predominantly oriented to the attainment of common goals. Therefore personnel management will be discussed in general terms in this chapter.

## DEFINITION

What is Personnel? It is the people. What is 'Management'? It can be described as a dynamic aspect of administration, while organisation is the structural aspect of administration. Following few writer's definition, 'administration' is the organisation and direction of human and material resources to achieve desired ends".[1] This has been divided into two classes; 'public

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1. J.M. Pfiffner and R.V. Presthus: Public Administration, p. 3.

administration' has been difined as "... decision making, planning the work to be done, formulating objectives and goals ...establishing and reviewing organisations, directing and supervising employees... exercising controls and other functions performed by government executives and supervisors.[2] It is evident from this definition that 'public administration' is related to governmental activities in managing the affairs of State, while 'private administration' can be related to any activities by individuals to manage privately owned business or affairs. The word 'organisation' can also be viewed in two different ways. It can be (1) business corporation and (2) governmental bureaucracy. 'Organisation' has been defined by Parsons as "social units which are predominantly oriented to the attainment of specific goals".[3] For our purpose in this text, 'organisation' is the arrangement of personnel for facilitating the accomplishment of some agreed upon purpose through the allocation of functions and responsibilities".[4] 'Management' - "is

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2. Corson and Harris, Public Administration in Modern Society McGraw-Hill, 1963.

3. Amitai Etzioni, A Sociological Reader on complex organisations, 2nd ed. p. (vii).

4. John M. Gaus, 'A Theory of organisation in Public Administration in the Frontiers of Public Administration, Chicago, p. 20

the art of getting things done through the co-operation of people." It can therefore be said that without organisation, management will not exist and without management organisation remains a dead weight while in the absence of both organisation and management, administration remains meaningless.

AN HISTORICAL OVERVIEW

The practise of management is as old as human society, although its field of study as a subject is very recent, it can be dated back to the 18th century. Prior to this period the Romans had their traditional system of managing their colonies. After the Industrial Revolution, factories began to grow, government activities increased, great advancement in technology and large-scale organisation took place. Problems of management then arose. Some thinkers began to formulate theories of management. Among the first theorists are; Henry Fayol a Frenchman, Federick Taylor an American and Max Weber, a German. These Thinkers did intensive management studies in industries. Other eminent Thinkers, such as James Mooney, Luther Gulick developed upon their writings and adapted these theories to public administration matters. There are several propounded theories and

principles. The theories could be classified as:

1. Scientific/classical Management theory;
2. Human Relations Theory;
3. Systems Theory;
4. Decision Making Theory.

OBJECTIVES OF MANAGEMENT THEORIES

The objectives of management theories are (1) to understand organisational problems as they relate to the structure of the public departments (2) to study their inter-relationships and co-ordinate their functions (3) to understand how people in the organisation behave and (4) how the organisation operates.

ELEMENTS OF MANAGEMENT

In every organisation, whether private, public or domestic, large or small scale industries, management is an activity common to all human undertakings. Therefore, any process engaged in performing management functions requires the elements of planning, organising, commanding, co-ordinating and controlling. I wish to review these five elements.

1. Planning

This is to determine in advance the programme for the organisation so as to avoid difficulties in future.

It enables the 'administrator's to look into the future and past occurrences then forcast the requirements for the future in relation to the objectives of the organisation or policies of the government. An industrial organisation will have to set its targets, plan the system of achieving that target in a given period. The national government of any nation needs to plan its economy, how to utilize its manpower and implement its projects to the best advantage of its citizens. Planning is a basic element of management, it requires intelligence, foresight and research. In order to complement the effort of planning, it is necessary to follow up actions at every stage to the last stage to make the planning a reality.

2. Organising

After planning, it is necessary to organise how the plans will be carried out effectively. In a business organisation, this exercise will be divided into two classes, (a) the material organisation and (b) the human organisation. The material organisation can be related to the raw materials, tools and equipment. The human material refers to the managerial functions. This paper is dealing with the managerial functions. In a governmental

department, organisation is the structure of the establishment. The aspects of 'organising' are:

1. Definition of the functions - describes the duties of each unit and spells out clearly the individual activities in any other unit on the same level of authority.

2. Chain of command - the amount of power and authority should increase at each higher level in an establishment when compared with the lower level.

3. Unity of direction - the authority of a unit supervisor should be limited to that particular unit only and not to extend his control to other units within the organisation.

4. Span of control - an adequate schedule of duties should be entrusted to the supervisor of a unit and a limited number of persons who he can supervise adequately should be attached to it and well paid for the function performed.

5. Centralization or decentralization - this varies in an organisation depending on the condition of the business and abilities and qualities of the people involved.

3. Commanding

In order to exercise effective command, the Manager/ Administrator should be competent and experienced. It is expected that he should know his subordinates well. A periodical review of the organisation's functions is very essential. He should organise frequent meetings and conferences with subordinates.

4. Co-ordinating

The executives should co-ordinate the activities of the organisation by harmonizing all integral sub-systems and keeping a balance between one function and the other. In any central government, the taste of co-ordination is very important and complex. The administrative machinery of the organisation should make the movement of top level staff within the whole system easy and practicable.

5. Controlling

This is a system of regulating the activities of all the personnel in accordance with the requirements of the plans. This is the last stage of management circle and leads us back to planning. 'All Administrator/Manager should control all the activities within their jurisdiction. In exercising control, standard system, uniformity and balanced authority should be used.

PRINCIPLES AND SYSTEMS OF MANAGEMENT

I have mentioned some principles of management above but there are no limits to the number as there are no universally accepted principles or theories of management. This is evident by the fact that the Theorists themselves have different ways of approach to administrative problems. They therefore disagree in some areas while agreeing on a few. Organisations differ both in operations and activities. Also the objectives are not the same. The environments in each location are quite different, hence it is quite wrong to generalise any theory. The theories and principles therefore have served as guidelines to any administrator/manager. It is pertinent here to discuss the concepts of management of those eminent Thinkers.

F.W. Taylor

Taylor was an American a graduate engineer, who worked as labourer and rose to the status of Chief Executive Engineer. His experience in industry influenced his writings on the theory of management. He believed in the scientific methods of selecting workers, determining jobs, and in rewarding or penalising. He believed in a detailed systematic study of every function and time.

Taylor's basic principles are daily defined task, standardizing working conditions, reward for success and penalty for failure. He emphasised delegation of authority, training on the job, central control.

Henry Fayol

Fayol was known to be the founder of administrative theory. He was a Frenchman and an engineer by profession. He described administrative functions as being concerned with the co-ordination and harmonisation of all other activities in the organisation. Fayol therefore asserted that administration is not the concern of one chief or group of top managers/executives, but it is rather one which involves relationships between the Head and all other members of the organisation. His principles include division of labour, authority and responsibility, discipline, centralization, equity, initiative, motivation, Espri de corps and Scalar chain or Hierarchy.

Classical Theory

There are several administrative theories which can go under this discription but only those which can be related to public sector will be mentioned. Besides Fayol and Taylor who were described as Scientific Theorists, other contributors to this class are James Mooney

whose approach was from an historical point of view. Colonel Urwick's writings and thoughts are highly military. They have identified management, administration and organisation as separate subjects to be studied. The general principles of their theory include authority, delegation, lines of command, sub-divisions of functions and specialization. Another Thinker in this group is Max Webber, a German sociologist. He based his ideas on the study of social sciences. His main views are on bureaucracy and authority. He classified 'authority' into three categories, i.e. traditional, charismatic and legal rational authority. He broadly described 'bureaucracy' with three principles, division of labour, hierarchy and rules.

Human Relations Theory

The primary concern of this theory is the study of people as human beings. The contributors are Mary Parker Follet, Elton Mayo, Chester Barnard. Follet believed that there is bound to be conflicts in organisation. She regarded genuine conflicts as a sign of development. She asserted that conflicts could be solved either by domination, compromise and integration. This should be through cooperation between the supervisors

and the subordinates. She emphasized co-ordination which she regarded as a continuous process. Mayo did a lot of research in human attitudes and sentiments. He believes in the formal and informal organisation. He agreed that pay cheques are not the only means of motivation but self satisfaction. He stressed emphasises on adequate communication system, particularly upwards. Chester Bernard researched in co-operation and organisation. He attached importance to system of communication and efficiency.

Decisions Theory

Herbert Simon belongs to the earlier theorists in this category. He contributed to Human Behaviour in an organisation with particular attention to decision making scheme. He criticised the principles of classical theory and described them as administrative 'proverbs'. According to Simon, there are hierarchies of decisions. He sees administrative system as a system of cooperative behaviour between both superiors and subordinates who should be involved in the decision-making.

Systems Theory

This is a theory with mixed ideas. It has the elements of classical and human relations theories. Its

third idea was based on Mathematics, Engineering and Biological concepts. The principles are (1) System of input and output (2) Socio-technical system (3) Open system (4) Control mechanism (5) Biological concept of homeostasis or self-adjusting control and (6) feed-back system.

Summary

To summarised briefly, it can be observed that the approach of scientific theory to organisation is to determine the need to achieve objectives. The human relations approach start with the study of man's motives and behaviour. The decision theory approach concentrates on the decisions that need to be made to achieve objectives. One can conclude that all the principles of management and thoughts are interrelated. They are concerned with the management processes. Some of the concepts are good and some are not easily practicable in certain areas with certain circumstances and environment.

MANAGEMENT OF LIBRARY SYSTEM

The case study is co-ordination of library personnel affairs. It is therefore ideal to relate the formulae of management to model library operations. There are several type of libraries, ranging from private owned

library to State and Local Government. National and special libraries but in this text, discussions will be based on University libraries.

Other Libraries

Most of the Local Government, Public, or private owned libraries are managed by committees. The size and types of the committees varies from institutional point of view. The duties and functions of the committee are usually spelt out in the ordinance of the institution. The names also differ according to the functions allocated to the committee. Examples are; Executive Committee - This is where the parent body i.e. the organisation responsible for the library services delegates a committee to oversee the activities of the library. The committee is also authorised to take action on various matters. Reporting committee - This is where the executive committee has to report back to the parent body on any action it has taken and executed on behalf of the organisation. Recommending committee - This committee has no executive power, it can only deliberate on matters and recommend to the organisation. Advisory committee - This is a form of standing committee. The tenure of membership is limited and this committee advices on any issue, but it also serves

as a channel of communication between the organisation, library patron and the Librarian. There are others, such as ad-hoc committees, sub-committees, which are usually set up for specific purposes.

University Library

In the University the executive work of the University is usually vested in the Council which is responsible for the management and administration of finance and property of the University. It also has a general control of the affairs of the University. There is also the Senate which is responsible for the academic matters of the University. The senate is a recommending body to the Council. The library service is controlled by the decisions of the Council with regard to the finance and administrative matters generally. But in matters related to library policy, development and regulations, and also financial recommendations to the Council, the library is under the control of the Senate.

In the University, there is a University Library Committee. The responsibility and functions vary from University to University but the following is an example of the general terms of reference. It usually appears in

the University ordinance:

"1. Subject to the authority of the Senate and Council, the administration of the library shall be the function of the Library Committee.

2. Appointment to the office of librarian shall in the first instance be subject to selection of a candidate by a joint committee of senate and council and approved by the library committee who shall forward the recommendation to the senate who shall report thereon to the council.

3. The Library Committee shall make recommendations to the Council relating to the appointment of administrative staff of the library.

4. The Library Committee shall review from time to time the conditions of service of the academic staff of the library and their functions and shall make recommendations thereon to the Council.

5. The Library Committee shall have power to allocate and spend at its discretion all funds entrusted to it by the Council. The Library Committee shall prepare a report on the work of the library each year and present it to the Senate.

6. The Library Committee shall be responsible for

submitting to the Council such statements of financial income and expenditure, and estimates thereof as may be required.

7. The Library Committee may make recommendations to the Council in any matter concerning the maintenance of the library building. It shall be the duty of the Senate to report to the Council on any matter concerning the administration of the library which in its opinion needs the consideration of the Council."[5]

University Librarian

In the University, the Librarian has the same professional status as the Heads of other departments. He is to work continually along side with other members of academic departments to enable him to have feed-back on the services of the library. The administration of the library and the methods used are the Librarian's own responsibility and he has to decide what to take to the committee. He can always contact the Vice-Chancellor for advice on any issue. Furthermore it is the Librarian's duty to plan and set out the objectives of the library

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5. Fundamentals of Library organisation and administration by Edmernd V. Corbelt, p. 53.

system relating it to the programme of the University as a whole. Since there are no set standard of objectives, the University Librarian can develop or restructure the administrative pattern to promote economy, and sound management.

Personnel

The discussions here will assume that the library has been in existence within the frame work of a University. It has been housed and has its source of regular income. Now the University Librarian will assume the role of chief executive. It is an accepted norm that University Library is not profit oriented but service oriented. Therefore, the primary duties of the University Librarian is to administer, the budgets, personnel and services in a satisfactory manner. To carry out this duty, he needs some elements and principles of management. These elements have been summed up in the acronym Posdcorb by Luther Gulick[6] - one of the classical writers i.e. planning, organising, staffing, directing, co-ordinating, reporting and budgetting. Let us examine how this can be related to the library services.

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6. Gulick, L. and L. Urwick eds. Papers on the Sec. of Administration, N.Y. Columbia Press 1937.

Planning

Planning is a continuous process that is used to anticipate the future and the unforeseeable changes that come with it. Therefore, in the library, the Librarian should plan to provide a proper direction for the library. It is necessary to plan and to aim at specific goals and objectives. Thus planning consists of making decisions regarding possible courses of action in the light of established missions. The administrative structure of the library should be planned to reflect the objectives of the institution and its complex organisational nature. There is long term and short term planning. The long term planning should always be reviewed periodically, since no one is certain of the future, certain aspects of the plan can be updated, deleted or re-thought as the library's priorities shift or change completely. Short-term plans are usually related to operational planning, which is, for 6-12 months. All the personnel on supervisory grades should be involved in the planning exercise. The plan should be flexible to accommodate future change. In this respect, library plans must remain consistent with the whole organisation (University). There are several factors

determining planning but I consider 'environment' as the most important one. Therefore in a systematic planning, the Librarian should let the entire organisation know the direction, goals and what is expected of the library. It should further allow the institutions authority to know all the decisions, commitments and efforts of the library members.

Organising

It is after the planning process that a complete process of organising can take place. One will ask what is organisation here? Organisation is a structure that provides the system in which people can perform their scheduled duties. This is to facilitate the achievement of the goals and objectives. It is the duty of the Chief Executive (University Librarian) to draw up the structures. The structure can also be reviewed from time to time to achieve the best and economic result. I will remark here that my discussion is on the organisation of people to ensure good relationship between them. The executive will proceed with the following. Structure the library into sections or group of sections in a branch. He appoints thoroughly competent staff to manage them without friction so that the whole system will

function like a well-oiled machine. In terms of pure management, Thompson calls the various process of organising "the complex flow of events which can be divided into segments that determine the nature of each individual's jobs."[7] It follows that job analyses, job descriptions and job specifications will be necessary. These are the statements of purposes of a particular job, its scope or responsibilities, together with details about whom the post holder is responsible to. The same exercise should be extended to the branch libraries. Any peculiar job will be embodied. It can be called 'Job Title for Branch Libraries'. Job descriptions can be used for reviewing the planning of the overall establishment, reviewing the organisational structure and for job appraisal. After the definitions of functions for each unit and branch, it is necessary to accomplish the task with authority.

The Scalar principle and the Hierarchy: Assume that the organisation has been divided into units, divisions and branches. The principle of management demands that there should be one final authority, therefore the

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7. Edmound V. Corbett, Fundamentals of libraries administration. p. 114.

authority attached to each responsibility should start from the top downward. The clearer the line of authority, the more effective will be the organisational performances and communication. Henry Fayol described the scalar principle as, "the chain of supervisors ranging from the ultimate authority to the lowest ranks. The line of authority is the route followed - via every link in the chain by all communications which start from or go to the ultimate authority. This path is dictated both by the need for some transmission and by the principle of unity of command, but it is not always the swiftest. It is even at times disastrously lengthy in large concerns, notably in governmental ones".[8]

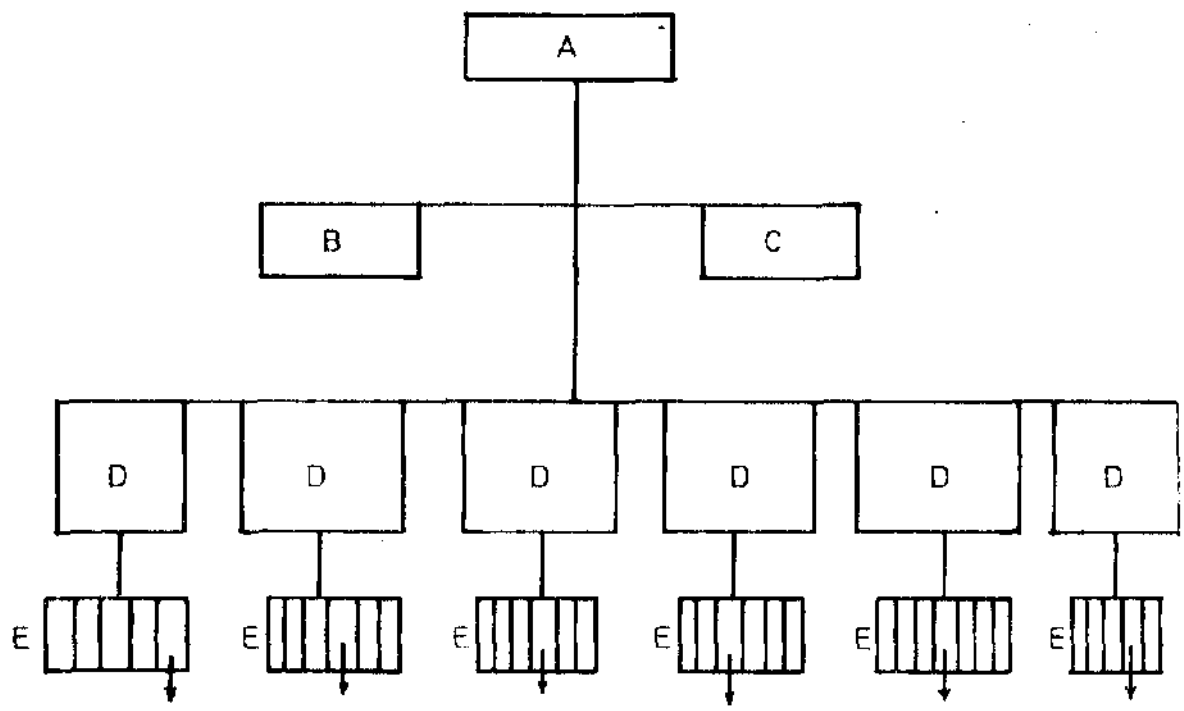
Unity of command: The organisational structure should permit that one employee should be supervised by only one head and that head should be made to assign the job, assess the success. The following organisational chart is relevant to the above discussions. (Fig.I, p. 26).

Fig. I is a typical example of an organisational structure. I have discribed the Units with letters A-E. Assume 'A' is the Chief Executive having Messers B and C

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8. John Taylor Easlick - Henry Tayol - General Industrial Administration.

Figure 1. SIMPLE ORGANISATIONAL CHART




KEYNOTE

| | |
|---|---|
| A | Chief Executive |
| B - C | Assistants |
| D | Heads of Division / Branches |
| E | Heads of Unit |
| F | Staff group |

as assistants with B responsible for staff matters and C responsible for Technical Services. Messers Ds are Heads of Divisions/Branches while Es are Heads of Units. The chain of command and direction should follow this order, from top to bottom. In order to test the structure of any organisation, the following method should be adopted.

Principle of efficiency - the structure must not only be effective but should promote efficiency. Therefore, every organisational unit must contribute towards the achievement of the organisation's objectives.

Principle of delegation - there should be limited authority delegated to middle managers or executives. Authority to make decisions should be subject to report upwards to the higher authority.

Principle of responsibility - any subordinate should be responsible to a superior and the superior should be able to account for the responsibility.

Staffing

This is an important aspect of the Chief Executive's duty. The library should be adequately staffed to meet the demands made on her services. There should be right mixture of qualified staff. The staff can be grouped as

follows:

Professionals - those with Library Science qualifications;

Semi-professionals - those who are qualified in other disciplines such as Science, Arts and Engineering without professional library qualification;

Sub-professional - those with Diploma in Library Science;

Clerical staff - these include the Library Attendants, Assistants and others engaged in secretarial work.

In order to maintain the staff, there should be provision for incentives and motivation. These could include promotions, payment of allowance, well structured career prospects, opportunity for further education, and general welfare of the staff should be the concern of the authority.

A staff manual would be appropriate. It should embody the details of work in each Branch and Division. On the other hand, a branch or division's manual should supplement the main manual for the library. It will set out the work of individuals in the various units. The exercise would permit every employee to know what is expected of him/her. The greatest advantage is that most

of the professional staff's time will not be wasted unnecessarily. Every staff should be treated on merit. Since this essay discusses the University Library, it is assumed that the University authority should have rules and regulations (Blue print) regarding items such as probationary period, staff evaluation procedure, leave in general, procedures for interview, recruitment, salary structures, fringe benefits and conditions of service in general, hence these were omitted.

Directing

This is a complex function of getting workers to perform tasks efficiently. It has bearing on the relationship between the supervisor and the subordinates at all levels of the organisation. On the other hand, it is the art of giving orders and ensuring that the orders are carried out. Taylor and Fayol in their writings emphasised the importance of workers in an organisation. They pointed out that Supervisors had to understand the workers and study their motivations. Directing is a continuous task of making decisions and giving general orders and instructions, therefore the supervisor should serve as a leader not a boss. Taylor and Fayol urged co-operative and harmonious relationships between the

two groups. Eminent Thinkers, such as Elton Mayo, conducted series of research on human relations in an organisation. The significance of his studies was that employers should improve the working environments; capable of making decisions that affect the staff work patterns and their behaviour; determine the role of the informal group. Abraham Maslow in his contribution to management developed five ways of dealing with workers to make them undertake any direction, i.e. by trying to satisfy his physiological, social, safety, esteem, and growth needs. The supervisor should also be responsible for training subordinates on specific jobs in the Unit. The supervisor should adopt his own system of communication within his unit. The message should be clear and precise and there should be provision for feedback.

Co-ordinating

In any large library organisation, there is bound to be several work Units/Divisions. Furthermore, there are usually few libraries incorporated to the main one due to several reasons. The libraries could be located at a distance but closed to the institutions it serves. Where it is possible and viable the library building

should house all the Divisions/Units. In order to create unity in this huge mass of various activities, a high degree of co-ordination and integration is necessary both at the lower level and at the top executive levels. In other words, co-ordination is to bring together all the various inter-related parts of the work of the library and all the library resources for the purpose of economy in the fulfilment of the goals and objectives. In order to minimise some work-load and economise the use of staff, some of the common activities could be centralised, such as book purchasing and processing, administrative personnel and accounts. Where there is a computerised routine, less staff should be needed and cataloguing and circulation processes may be centralised. It will be emphasised that proper co-ordination will limit staff conflicts. It will also serve as a two way system of communication. All staff affairs (appointments, promotions, staff assessments, training etc.) must be co-ordinated to achieve uniformity in the personnel division. It will facilitate staff deployment in term of seniority without any strong ill-feelings.

Reporting

This is to keep those to whom the executive is responsible informed through records, research, inspection and meetings.

Budgetting

Budgetting in the libraries is usually on a yearly basis. It is the means by which the formulated plans can be carried out. There are several systems of budgetting but the University Libraries in most cases follow the system of their parent organisation. In the University, the Chief Executive of the library, in consultation with Library Committee, will make proposals. Library budgetting is out of the scope of this text but it is pertinent to state that adequate finance is necessary for the satisfactory running of any kind of library. No matter how perfect the system of administration and its management, no matter how efficient and well qualified the staff, sufficient fund is necessary for the library operations.

Summary

The management theories and principles are not rigid in themselves. They could be applied to personnel management in the library system. The application of

Scientific Management Techniques brought out two important trends - specialization and integration of specialities into a functional organisation. The problems of managing people are increasing steadily in any society, therefore the human relations techniques have great influence in this direction. It will be ideal for library administrator to attach greater attention to personnel administration, co-ordination of activities, and staff development. The Librarian ought to set out objectives which should direct library programmes and activities towards achievement of University purposes e.g. broad statement of Library planned programmes, a chart of management structure should be made available for Divisions/Sub-divisions.

# CHAPTER II

## STRUCTURES OF THE PRESENT AHMADU BELLO UNIVERSITY LIBRARIES: ORGANISATION AND ITS PROBLEMS

### INTRODUCTION

The last chapter has discussed how the principles of management can be applied in the library systems. Though it does not claim to be exhausive but it is hope that it will throw light on what co-ordination and integration of staff affairs entail in an organisation. This chapter shall examine the present situations in the Ahmadu Bello University Library complex. One principle element of administration is 'planning'. In the process of planning it is necessary to look into the past, present and forecast for the future. Therefore, the origin of each of the library complex will be traced.

### EVOLUTION OF THE LIBRARIES

In order to appreciate the evolution of the library complex, we shall take a brief look at the background of Ahmadu Bello University. The Nigerian government, in its endeavour to develop education in the country, set

up a Commission on Higher Education in Nigeria, in 1959. This Commission was known as Ashby Commission.[9] This Commission in its report in 1960 recommended three additional Universities in the country to be situated in Lagos, Nsukka and Zaria to replace the Northern Branch of Nigerian College of Arts, Science and Technology Zaria, This exercise was followed up and the ground work was done. The institutions such as Nigerian College of Arts, Science and Technology, Institute of Administration, Institute for Agricultural Research and its branches and also Abdullahi Bayero College, Kano, Institute for Veterinary Research Vom, which were then in existence were brought together to form the Ahmadu Bello University in October, 1962. All these institutions had libraries of their own before the amalgamation. Therefore the library complex at the inception of the University in October, 1962 were:

1. Main Campus - Shettima Kashim Library now Kashim Ibrahim Library;
2. Institute of Administration - President Kennedy Library;
3. Institute for Agricultural Research - Agricultural Library

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9. Investment in Education (Ashby Report), Lagos, Federal Government Printer, 1960.

4. Abdullahi Bayero College Library Kano - now Bayero University, Kano

With the development in the University more colleges and faculties came into existence and the number of Libraries were increasing. The following is the present list of Ahmadu Bello University Library complex.

| | | |
|---|---|---|
| 1. | Kashim Ibrahim Library - | Main Campus |
| 2. | Agricultural Library - | Institute for Agricultural Research. |
| 3. | President Kennedy Library | Institute of Administration. |
| 4. | Medical Library - | Institute of Health/ Faculty of Medicine. |
| 5. | Institute of Education Library - | Advanced Teachers' Colleges. |
| 6. | School of Basic Studies Library - | Main Campus. |
| 7. | Agricultural Colleges Library - | College of Agriculture, Samaru |
| 8. | Faculties/Departmental Libraries - | |

It has been stated above that this essay is not concerned with the detailed history of the libraries but has addressed itself to the co-ordinating of staff affairs throughout the complex. Since "Administration" has been defined as "the organisation and direction of human and

material resources to achieve desired ends,"[10] the question of finance will be mentioned whenever it is appropriate.

KASHIM IBRAHIM LIBRARY

The library is the headquarter and the largest both in terms of books stocked, staff, and also the size of the building. It is the seat of the University Librarian and his administrative staff. The library has five main divisions and several units under each divisions (see table 1).

TABLE 1

| DIVISIONS | ADMINISTRATION | TECHNICAL SERVICES | READERS SERVICE | SERIALS SERVICES | RESEARCH & BIBLIOGRAPHIC SERV. |
|---|---|---|---|---|---|
| UNITS | Personnel Dept. | Collection Development | Circulations | Kardex | Africana |
| | Bindery | Cataloguing | Information | Technical | Exchange & Documents |
| | Coordinators of Acquisitions | Card Prod. & Maint. | Reference | Public Service | Audio-Visual |
| | | Book Finishing & Mending | Staff Training | | Theses & Carrels |
| | | Departmental Libraries | Reserved Book | | |

10. John Pfiffner - Public Administration by Tyagi, A.R.

Organisational Structure

The University Librarian is the Chief Executive of this library. He is responsible to the Vice-Chancellor. There is a University Library Committee that advises the Librarian on all library matters. The role of this Committee will be discussed later in this text. He administers the library through management team committees. These committees vary both in membership and functions. There are Divisional Management Teams that comprise of the Heads of the various Divisions and Heads of component Units. They discuss issues affecting the work flow of the Divisions and make recommendations on issues affecting the library system through the Heads of the Divisions to the University Librarian. There is another committee known as (ULAMAT) University Librarian Advisory Management Team, it comprises of all Heads of Divisions and Senior Librarians. The main function of this team is to advice the University Librarian on any general policy matter as it may affect the library. Discussions may originate from this body or matters be brought from the Divisional Management teams for discussions and decision. Any decision made will be conveyed back to the Divisional Management teams for action or

information. This system of administration is known as participatory management which makes the Heads of Divisions Liaison Officers. The advantages and disadvantages of this system will also be discussed later.

Relationship with other Libraries

The relationship can be described as one of relative decentralisation. The branch libraries operate independently of the main library, especially in matters concerning day to day administration. There is a high degree of professional service relationship i.e. inter-library loans, accepting borrower's tickets of one library in the other, operating standard indexing of books holding in all the libraries, Junior Staff Training etc. But there is a little degree of personnel administration co-operation and co-ordination. The major problem here is that the staff in the main library do not feel the sense of belonging to the branch libraries and vice-versa. There is no written policy to determine the extent of control the University Librarian can exercise within the system. This also creates poor communications within the establishment. It has lead to low productivity in some areas of the library and staff attitude towards work is becoming questionable.[11]

11. Observations made from staff files and records.

AGRICULTURAL LIBRARY

This is situated at the Institute for Agricultural Research originally known as Northern Region Research Centre before the inception of the University. The library serves both the Agricultural Research staff members and the Faculty of Agriculture. The Institute is funded by the Federal Ministry of Science and Technology and has its own Director. The Institute is autonomous, yet under the Ahmadu Bello University with the same Vice-Chancellor and Council. The Librarian in-charge is responsible to the Director in his day to day activities.

Relationship with the Main Library

The University Librarian is concerned only with the recruitment of Senior Staff. Other matters such as promotions, descipline, and the staff welfares is the responsibility of the Director in consultation with the University Librarian. Except on the request of the Director or Branch Librarian the University Librarian cannot transfer any staff from one library to another. The recruitment, deployment and skill development of junior staff are the prerogative of the Branch Librarian and his Director. The Divisional Librarian is responsible to the Director and discusses his problems, such as amenities to

the readers, hours of openings, development of the libraries etc. with the Director. The Divisional Librarian refers to the University Librarian for professional advice. The Agricultural Library has a Library Sub-Committee, responsible to the Director. It has no relationship with the main University Library Committee. The Agricultural Librarian attends all the committees meetings in the Institute for Agricultural Research but does not report back to University Librarian except if the matter discussed affects Kashim Ibrahim Library.

PRESIDENT KENNEDY LIBRARY

This library is situated at the Kongo Campus of the Ahmadu Bello University known as the Institute of Administration. It serves the Faculties of Administration and Law. There are few Departmental Libraries such as Centre for Islamic Legal Studies Library attached to it. Though the Institute is autonomous, it has almost everything in common with the main campus in relations to its library services and operation. Administratively the Librarian is responsible to the Director. The recruitment of senior staff is the University Librarian's responsibility.

The welfare of the Intermediate and Junior Staff lies with the Kongo Library and the Director. The

University Librarian comes into the picture, whenever there are problems of promotion for Intermediate staff and Senior staff, lack of fund for purchase of books or request for professional staff to assist in the library operations.

MEDICAL LIBRARY

The library is housed in the Ahmadu Bello University Teaching Hospital premises. It serves both the Faculty of Medicine and the staff of the Institute of Health. In this library, there are two categories of staff. Some of the staff are appointed by the Institute of Health and the rest by the Faculty of Medicine. It should be pointed out that the present Acting Librarian was appointed by the Faculty of Medicine with the consent of the University Librarian.

Relationship with the Main Library

Here also the University Librarian, recruits members of senior staff but not junior staff. The Intermediate and Junior Staff affairs is therefore entirely the responsibility of the Librarian in-charge who is guided by the existing regulations in the Institute of Health or Faculty of Medicine (Main Campus). It is interesting to note that the Institute of Health is at present autonomous

and funded directly by the Federal Government. The Librarian here, has divided loyalty which is caused by the structure of the library. From the interview, it was learnt that the junior staff from this library cannot be transferred to Kashim Ibrahim Library except through the approval of the Institute of Health Director and the Registrar. Further inquiries revealed that, the Institute of Health is autonomous from the Main Campus, so the case of transfer has to be treated as a kind of inter-departmental transfer, i.e. transferring from one organisation to another different organisation. The major relation of the branch Librarian with the University Librarian is only when there is any personal problem or if the library book fund is inadequate then the Hospital Librarian goes to the University Librarian for assistance. There is a sub-committee of the Library Management, and its membership is drawn mainly from the Faculty of Medicine and Institute of Health. The University Librarian or his representative is a member of this committee. The committee decisions are binding on the library operations.

OTHER LIBRARY COMPLEX

It was discovered that the administrative set-up and the problems are identical in each of the University Library

Units therefore other library complex will be dealth with briefly. The other libraries are:

(1) School of Basic Studies Library: This came into existence in 1970 with the inception of the school. At the request of the Principal, a Library Assistant was posted from Kashim Ibrahim Library to maintain the library. The library developed along with the School and it later became necessary to have a professional Librarian. As a result, a Library Officer was transferred from Kashim Ibrahim Library. The Librarian and his staff are responsible to the Principal, since non is a senior staff.

(2) Institute of Education Library: This is a complex on its own. Its activities cover development of Secondary Schools libraries. It also provides services for the Advanced Teachers Colleges, Zaria and Kano.

(3) College of Agriculture Samaru: This is a specialised library that provides services to the agricultural students all over its branches, (Mokwa, Bakura and Kabba School of Agriculture).

These three libraries have their own Heads of Department, the activities and welfare of the staff lie within the jurisdiction of their respective heads.

Departmental Libraries

There are several departmental libraries. These libraries are situated in the various departments of all faculties for the immediate use by their staff and students. They house specialised books. In fact, they are known as Faculty/Departmental reading rooms. The staff of these libraries are members of staff of their respective departments. Each departments selects a member of its senior staff to oversee the activities of the library.

The University Librarian is responsible for technical services in these libraries. He has his representatives performing professional services to these libraries. In case of a large faculty library such as Veterinary Medicine Library, a full-time Librarian is appointed. This officer though appointed by the University Librarian and posted to the Faculty is responsible to the Dean of the Faculty of Veterinary Medicine.

SUMMARY OF THE STRUCTURES AND PROBLEMS

In an attempt to trace the causes of the lack of proper integration and co-operation this paper has looked into the early days of each complex and their operations up to date. In 1962, when the University came into

existence, as earlier mentioned, each institution had its library. With the amalgamation of these institutions, library operations continued in each complex. There were no laid down policies regarding the integration of the libraries, except, that each institution continues to develop its libraries. At the early stages there was no problem to warrant the University Librarian to demand for any policy statement indicating the University Librarian's authority over branch libraries. The physical cooperation and integration between the libraries could be dated back to 1970, when Mr. B. Armitage who was then Medical Librarian was appointed the University Librarian. At the same time, there was acute shortage of professional librarians in President Kennedy Library, the School of Basic Studies came into existence the students and staff population increased all over the campuses, it became necessary for University Librarian to transfer professional librarians to maintain these libraries. As a result of this exercise, the present Librarians of Medical Library and President Kennedy Library were posted from Kashim Ibrahim Library. Lack of co-ordination and proper integration between the libraries have caused the following problems:

Administrative (Formal structures of authority)

There has been no formal structures of libraries' span of control. The lack of clear lines of authority could lead to personality clashes between the University Librarian and the Director/Principals of the Institutes in some policy matters relating to the library matters and personnel affairs. It also leads to divided loyalty of library personnel between the Director/University Librarian, since there has been no clear definition of the powers and responsibilities of the University Librarian vis-a-vis the Directors in each library unit.

Promotions

In the past, members of senior staff of some libraries have experienced delays in their promotions along with their counter-parts in other libraries. The case of promotion in Agricultural Library was an example. The University Librarian had to interfer to rectify the situation. The Junior and Intermediate Staff cases are rampant but not much can be done. Very recently, approval has been given that all cases of junior staff promotion should go through the University Librarian. This is a very welcome directive from the Registry.

Staffing and Recruitment

It has been established that all appointments of Library senior staff are the responsibility of the University Librarian. This exercise has brought uniformity in the status of professional librarians. The recruitment of Junior and Intermediate staff which has not been centralised has an adverse effect on the standard of staff of these categories. It further leads to some discrepancies as to the requirements of each grade of staff. It does not permit transfer from one library to another. For instance a junior staff member of Kashim Ibrahim Library who resides in Sabon Gari/Tudun Wada Zaria will normally prefer to serve in either President Kennedy Library or Medical Library because of transportation cost but in view of the fact that he/she secured appointment in Samaru he/she has no choice. If the recruitment exercise is brought under the jurisdiction of the University Librarian, the potential staff could have been posted to the most appropriate area and the burden on his/her part be reduced. The existing staff could have benefitted. An example affects two library staff, one of Kashim Ibrahim Library and the other Medical Library. They are on the same grade and

salary. Coincidentally, due to family reasons, they both intend to exchange. The University Librarian sees nothing wrong and agrees to the transfer but since the Medical Library staff holds institute of Health appointment, the Registry refused on policy grounds. This has to go through the official channel etc. One may ask here the question, what is the role of the University Librarian and his authority over the Library complex?

It has also been observed that some library complex are short of professional staff. School of Basic Studies Library and College of Agriculture Library each has only one professional librarian. This has lead to slow development of these libraries.

Training

The main library organises courses for junior staff which are open to all library staff in the University. This has been working very well and efforts are under way to organise much higher courses. The only problem here is for the library authority to raise the number and standard of the higher courses to enable staff to read their Diploma in Library Science.

Deployment of Staff

With the existing policy that the Branch Librarian is responsible to the Director/Principal/Dean, it is

practically impossible for the University Librarian to transfer any staff from one library to the other. The effect of this is that it does not permit free movement of senior staff and hinders flexibility. For example, if the University Librarian is away for any reason for a reasonable length of time, the Deputy University Librarian should act and another most senior officer should be called upon to act for the Deputy irrespective of his station. Let us assume that the Head of Branch Library is a Deputy Librarian by rank and the University Librarian and Deputy were away, due to lack of flexibility in staff movement, a Senior Librarian in Kashim Ibrahim Library will be acting, thus the Deputy Librarian has to take orders or be subjected to the Senior Librarian who acts as University Librarian or Deputy. This has broken the principles of chain of command, and line of authority. It has also lead to limitation of experience on the part of the staff. It makes the job burdensome and staff became weary.

Communications

The degree of communication between the library units is low. The Heads of Libraries meet only once a term to discuss and are likely to meet again at the

Library Committee meeting that also meets once a term. Lack of regular visits on the part of University Librarian to branch libraries is felt by Heads of Libraries. The membership of ULAMAT which meets regularly should be made open to Branch Librarians. Since the Libraries are scattered all over Zaria, telecommunications system is not reliable, a courrier service would have been more appropriate.

Finance

This has contributed a great deal to the lack of co-ordination, co-operation and integration of the library complex. Since the libraries are not being funded by the same institution. Furthermore, interviews and discussions revealed that the libraries are inadequately funded throughout the complex. This has resulted in shortages of personnel and essential equipment for development. Though this paper does not deal with the budgetting of the libraries but the reason attributed to the insufficient funding of the library was due to the fact that non-librarians are left to decide on the Library estimates, and as a result less emphasis are placed on the services of the library. If the University Librarian's responsibilities includes budgeting for all

the libraries and with the support of the Library Committee, the inadequacy of the funds may be solved.

Library Committee

The University Librarian is represented on Faculty Boards meetings but Library Committee is the only organ that links the library services to the rest of the University administration. The Vice-Chancellor or his representative is the Chairman while the University Librarian or his Deputy is the Secretary. Other members include two representatives from the Senate and all faculties are represented on the Committee. Its main function is to advise the University Librarian on any matters relating to the library administration and functions. The defect of this committee is that it does not possess executive power. The activities of this committee will be felt more if it is empowered to make recommendations on certain matters and execute on certain issues.

General

Another factor attributed to the lack of proper co-ordination and integration is historically related to the origins of each of the complex. The Medical Library tends to have closer relationship with Kashim Ibrahim

Library because it was established as a part of Kashim Ibrahim Library to serve the clinical students. It also shares the same book vote with the Kashim Ibrahim Library. With the creation of the Institute of Health, its activities expanded. The other Institute libraries were autonomous from the beginning. The Librarians are responsible to the Heads of the institutions they serve. Therefore there is no feeling of belonging to the Main Library.

The enumerated problems above have lead to disorganisation of library functions which have resulted in too much decentralisation that has promoted lack of cooperation, coordination, ineffective control and poor communication. All these aspects of administration are ingredients of good management. The University is growing fast and its library should develop along with it to maintain the standard required of academic libraries.

# CHAPTER III

## SUGGESTIONS FOR IMPROVEMENT

### INTRODUCTION

It can be deduced from the previous chapters that lack of proper co-ordination and integration between the library complex has created some administrative problems. The origin of the problems can also be attributed to the evolution of the library complex. It appears that during the amalgamation of the Institutes, to the main University there was no "blue print" for the merging of all the libraries. There was no clear definition of the University Librarian's authority over the libraries of the Institutes except an understanding that the University Librarian is the statutory head of library services. The library operations have been steadily growing along with the expansion of the University, in terms of staff, students and physical development.

### ADMINISTRATIVE STRUCTURE

It is observed that the relationships between the main library and the branches can be described as a loose federation. Administrative problems do occur in any large

organisation therefore it is not peculiar to Ahmadu Bello University Library services. Now I intend to suggest some solutions. There are two principal systems of bringing all the libraries together (1) by way of Centralization and (2) Decentralization and Deconcentration. To explain these terms in brief; 'Centralization' means delegation of authority, or sharing of responsibilities of an organisation, on geographical or cultural basis, which could be done either by deconcentration or devolution system. 'Devolution' means giving authority to administer and execute policies with or without reference to higher authirity (e.g. Local Government system as a third tiers of government) is a good example. 'Deconcentration' means delegation of authirity to the departmental field units or states etc. With the practise of a democratic system in most nations of the world today, centralization system appears to be too authoritarian. Therefore the author suggests 'Decentralization with Deconcentrated system. (See Figure 2,.page 56).

Therefore let us examine the situations at the Kashim Ibrahim Library (KIL). It is the papers opinion that once the situation in the headquarters (KIL) changes it will reflect on the branches. In order to be brief

Figure 2. SPECIMEN DIAGRAM OF DECENTRALIZATION SYSTEM

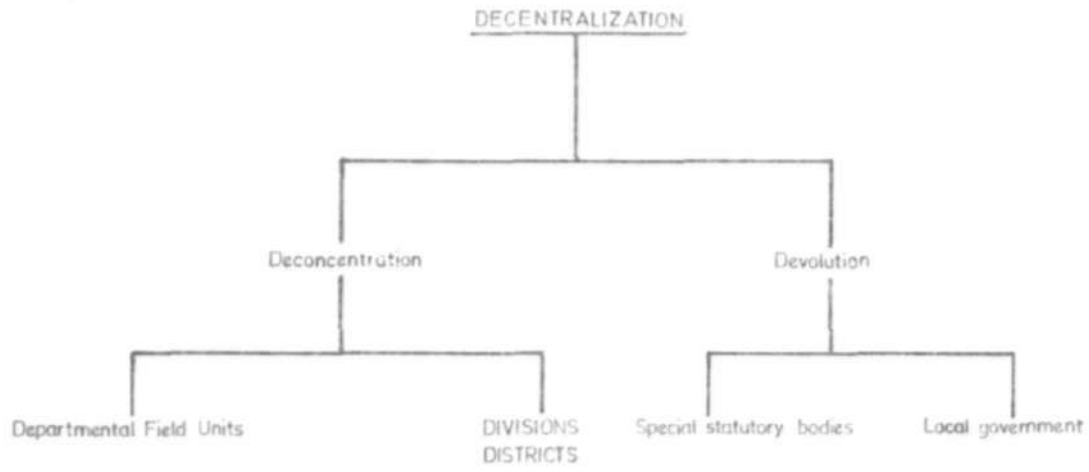
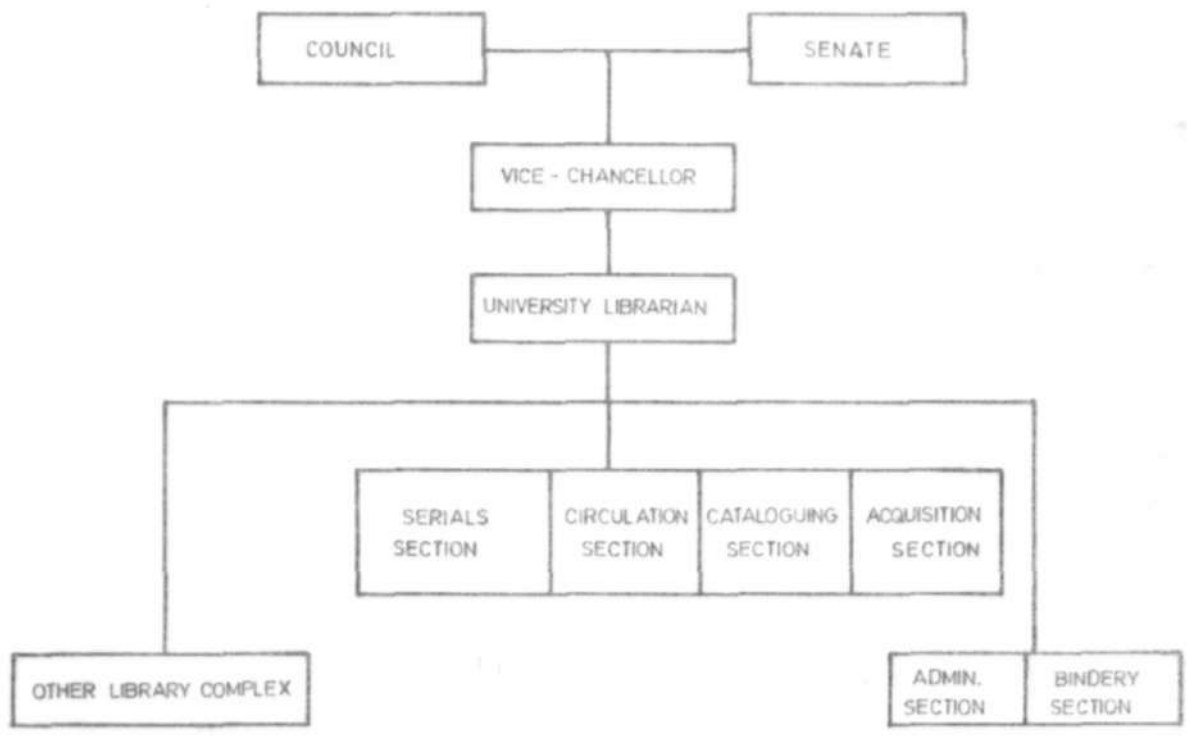



Figure 3 ADMINISTRATIVE STRUCTURE BEFORE JULY 1976.



and explicity, I will discuss Kashim Ibrahim Library using an organizational chart (Fig. 3, page 56).

FIG. 3: ADMINISTRATIVE STRUCTURE BEFORE JULY 1976

Fig. 3 represents the operational system in Kashim Ibrahim Library before 1976 when the library moved into the present magnificient building. There were only four major divisions then, excluding the Bindery. The building had small area around which the University Librarian could go in less than thirty minutes. He therefore, supervised the whole library operations personally. Though Heads of Divisions were appointed to give him first hand information regarding any incidents. He was more exposed to the readers compared with the present practice. The relationships of the Branch Librarians were very cordial and they met informally to discuss problems. This was because the University Librarian had a saying in the recruitment exercise or posting from Kashim Ibrahim Library to the respectives Institutes Libraries. The system of administration at Kashim Ibrahim Library was more or less traditional in nature.

In 1976, Kashim Ibrahim Library moved to the new building and a new organisational structure chart was designed. Though it has been slightly modified but the

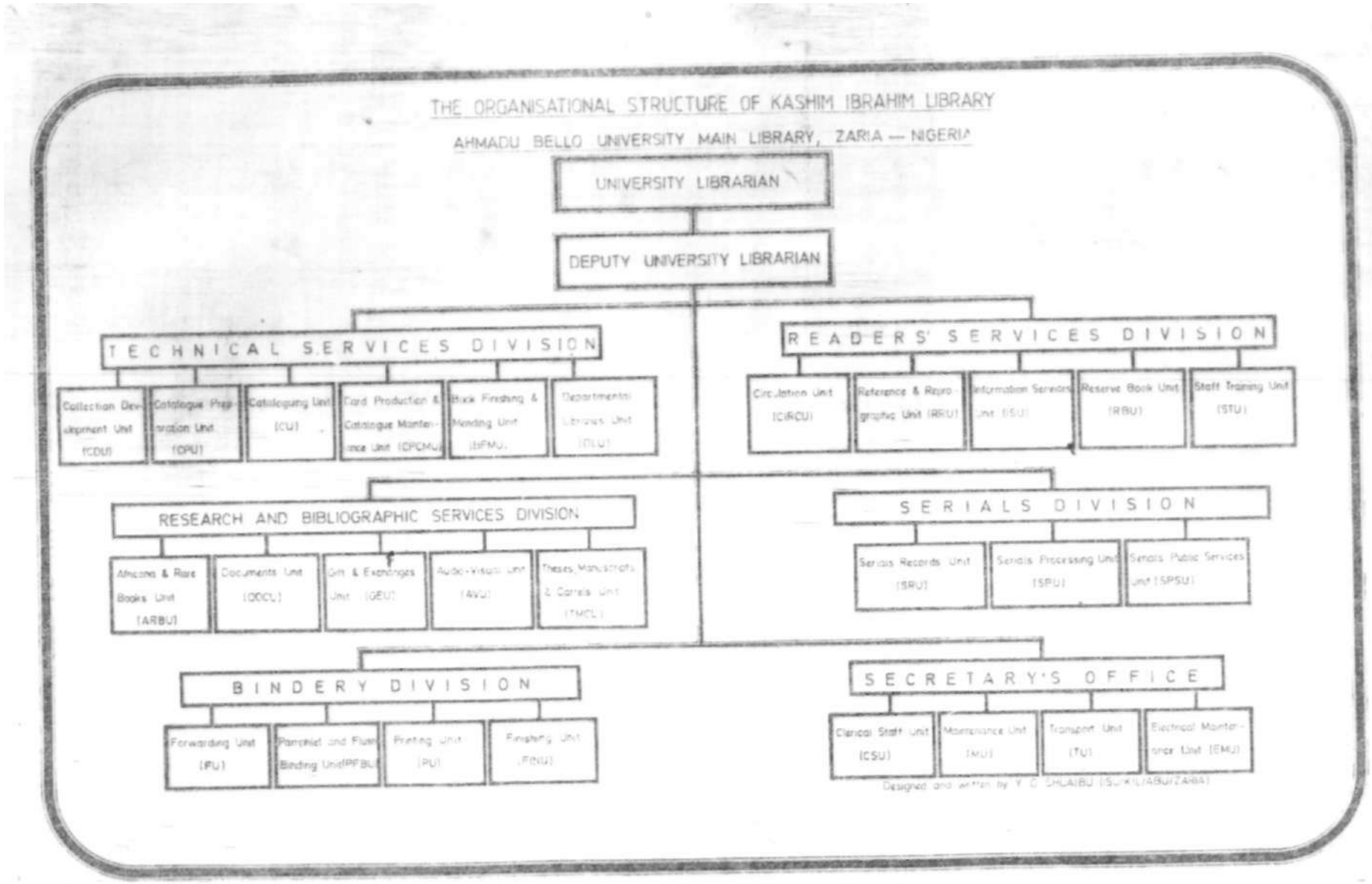
pattern remained same. (Fig. 4, page 59).

FIG. 4: ORGANISATIONAL STRUCTURE OF KASHIM IBRAHIM LIBRARY

The major criticism of this organisational structure is that it failed in taking care of the branch libraries. Although there is no formal planning for other complex, no one is to blame. The administrative patterns then changed to participatory system. This is a system whereby everybody shares in the responsibility of decision making and execution. There is no universal accepted system of management and no one system is perfect hence it is felt in this paper that the participatory system could have been adequate if only there are few principles of management embodied in the system. The system in Kashim Ibrahim Library requires the following principles to be written and spelt out (1) proper channel of communication; (2) Scalar principle of authority, principle of unity of command and discipline.

COMMITTEE

Kashim Ibrahim Library has adopted a participatory system of management and instituted several management teams. It is observed that these committees meet too frequently thus using up most of the working hours of


THE ORGANISATIONAL STRUCTURE OF KASHIM IBRAHIM LIBRARY
AHMADU BELLO UNIVERSITY MAIN LIBRARY, ZARIA — NIGERIA
UNIVERSITY LIBRARIAN
DEPUTY UNIVERSITY LIBRARIAN
TECHNICAL SERVICES DIVISION
Collection Development Unit (CDU)
Catalogue Preparation Unit (CPU)
Cataloguing Unit (CU)
Card Production & Catalogue Maintenance Unit (CPCMU)
Book Finishing & Mending Unit (BFMU)
Departmental Libraries Unit (DLU)
READERS' SERVICES DIVISION
Circulation Unit (CIRCU)
Reference & Reprographic Unit (RRU)
Information Services Unit (ISU)
Reserve Book Unit (RBU)
Staff Training Unit (STU)
RESEARCH AND BIBLIOGRAPHIC SERVICES DIVISION
Africana & Rare Books Unit (ARBU)
Documents Unit (DOCU)
Gift & Exchanges Unit (GEU)
Audio-Visuals Unit (AVU)
Theses, Manuscripts & Correls Unit (TMCU)
SERIALS DIVISION
Serials Records Unit (SRU)
Serials Processing Unit (SPU)
Serials Public Services Unit (SPSU)
BINDERY DIVISION
Forwarding Unit (FU)
Pamphlet and Flush Binding Unit (PFBU)
Printing Unit (PU)
Finishing Unit (FINU)
SECRETARY'S OFFICE
Clerical Staff Unit (CSU)
Maintenance Unit (MU)
Transport Unit (TU)
Electrical Maintenance Unit (EMU)
Designed and written by Y. O. SHUAIBU (SLN/ILS/ABU/ZARIA)

the participants. The subordinates in turn are left unsupervised for longer period. It does amount to negligence of duty and promotes inefficiency. The committee system could be restructured to reduce the number of the committees. At present the major ones are:

(a) University Library Committee.

(b) University Librarian Advisory Management Team (ULAMAT).

(c) Periodicals Services Management Team.

(d) Reader's Services Management Team.

(e) Technical Services Management Team.

(f) Research and Bibliographic Services Management Team.

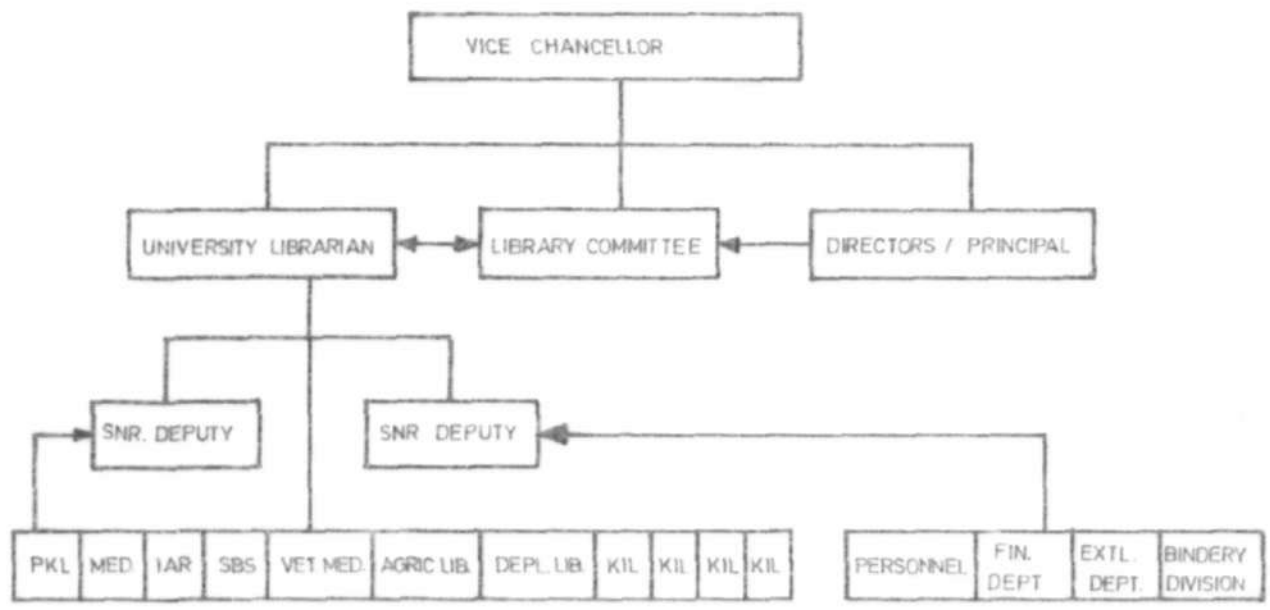
There are several other standing committees on various aspects of the library activities. The membership ranges from Library Officers to University Librarian. The implications of this exercise is that it raises the morale of the line-staff in general and thus reduces the principle of authority and control. Suggestion about this will be dealth with in the succeeding paragraphs.

THE PROCESS OF ORGANISATIONAL CHANGE

From the available records and discussions with the Deputy University Librarian, it is evident that the

Figure 5

## SUGGESTED REORGANISATIONAL CHART



library authority is in the process of working out a better system of co-ordination and integration of all Ahmadu Bello University Libraries. It has been learnt that the University authority has recently given the 'green-light' to the University Librarian to work out solutions to these prevailing problems. It is hoped therefore that the foregoing suggestions might assist the University Librarian in his submissions.

Fig. 5 shows Ahmadu Bello University Library complex, it is therefore essential that the Divisions/Branches should have their own internal administrative structure. I shall discuss the above structure with some elements of management.

PLANNING

Fig. 5 shows that Directors/Principals, the University Librarian, the Library Committee are responsible to the Vice-Chancellor. This is in order with the University Ordinance. The University Librarian by statute is the Head of all University Libraries. The Library Committee will then serve as his channel of communication to all the Institutes/Faculties. If this is to serve this purpose, the terms of reference of the Library Committee should be amended. Also changes in the categories of its memberships

are necessary. Since the committee meets once a term, the Director or his Secretary and not any one below should be a member. The Faculty representative should attain the rank of at least associate Professor/Senior Lecturer. Greater importance should be attached to the decisions and recommendations of the Library Committee.

ORGANISING

This is a great task. Here the University Librarian is regarded as a supervisor whose role in the organisation is that of a linking pin. He is a supervisor in the eyes of his subordinates (Divisional/Branch Librarians) while he is also subordinate to the University authority. He therefore needs to maintain a balance. To begin with, he needs to draw the attention of his counterparts in the branches/divisions. Then next, he has to brief them on the importance of their co-ordination and integration. In fact, the author suggests that the University Librarian should meet first with them, discuss his plans and programmes, then followed up their agreement. According to Henry Fayol, what makes a leader effective is what he does, how he communicates, gives directives, motivates people, delegates duties and how he resolves conflicts between individuals or groups. The second part of figure 4

shows the University Librarian and his subordinates. The University Librarian in the centre with two assistants responsible for Technical (Branches) and administration respectively. The author has used the scalar principle of authority and recommends as follows:

| | | |
|---|---|---|
| University Librarian | - | Planning and Controlling. |
| Senior Deputy Librarian | - | Co-ordinating and Integrating. |
| Deputy Librarian | - | Head of Libraries/Divisions. |
| Senior Librarian | - | Heads of Sub-Divisions/ Units. |
| Librarian I | - | - do - |
| Librarian II | - | Supervisors. |
| Assistant Librarians | - | - do - |
| Higher/Library Officer | - | - do - |

I have discussed arrangement in details in chapter I of this text and I do not intend to repeat this. But a few remarks on the above will be necessary. I have tried to attached responsibility to each of these grades. I must emphasised that this is my personal experience from the administrative points of view. In order to maintain a hierarchical structure of authority, a

distinction should be made between the positions that make authority and the persons who occupy them. Authority exists apart from the particular persons who hold positions. It is therefore, recommended that authority should be limited to a position of Librarian I who might possess both experience and technical know how of the library. It is also adviceable that when the organisational structure is being drawn-up and responsibilities to each position is written, it should allow little flexibility because if it is too rigid, it will not be able to adapt to any changing events that may occur in future.

STAFFING AND RECRUITMENT

The present system of recruitment is alright. However, recruitment of all categories of staff, (Junior and Intermediate) should be through the main library. It will not only bring uniformity in standard but also make the University Librarian aware of any existing vacancies in the complex. It normally takes time before advertisement and recruitment are made, therefore where there is any pressing need for immediate replacement, the University Librarian can deploy staff to that area of need. The problem of finance will come in at this stage

but will be discussed under budgeting. The process of deployment should also be extended to senior staff. When there is any vacancy of higher grade in any of the complex, the existing staff should be considered on merit and transferred to that area. The advantage of this exercise is that less money will be spent on advertisement which can be reduced to once a year. To explain this further, assume the University Librarian is on leave of absence, the next officer in order of seniority should be called upon to act in respective of his service station. This is in line with the principle of scalar of hierarchy.

BUDGETING

It is understood that the University Librarian is expected to defend library budget which he is not involved in preparing. This is a proper area for the University Librarian to involve himself (preparation of estimates for all the complex). He can also co-ordinate the estimates and submit them for approval, as "Ahmadu Bello University Library complex Proposal Estimates". When approved, the University Librarian, through the Library Committee should requests that all the Institutes should send in the amount approved for their respective library

services to the Bursar. He can then spend the money through the Bursary Department. It is realised that, although the exercise looks simple but it is not so in practise. But if the University Librarian makes his programmes, i.e. his goals and objectives known to the University authority, something in this direction could be achieved. It all require a planning programming and reporting.

COMMITTEES

As earlier remarked, there are too many committees in the Kashim Ibrahim Library. Some of these committes should be desolved. The membership of the rest should be extended to cover other complex. Through the extension of the memberships to the complex, proper integration will ensue and valuable decisions will be obtained. The following are standing committees in Kashim Ibrahim Library.

Standing Committees

1. University Librarian's Advisory Management Team (ULAMAT). Memberships comprises of Heads of Divisions and co-opted members. (Senior Librarians). Headed by the University Librarian, it meets every fortnight. It is the highest policy making body in the library.

2. Technical Services Management Team - made up of Heads of Units in the Division and the Deputy University Librarian. The Chairman is the Head of the Division. The main function is to advise the Heads of Division and discuss problems affecting the Division. The frequency of meetings varies.
3. Research and Bibliographic Services Management Team - The composition of membership and functions are identical to the above.
4. Periodicals Services Management Team and
5. Readers Services Management Team. These are Divisional Management Teams and the membership and functions are the same.
6. Building and Grounds Committee - Made up of the representative from each division. It is headed by the Deputy University Librarian. The main purpose is to take care of the library building and its environment.
7. Publications committee - It handles Kashim Ibrahim Library publications.
8. Research Fund Committee. It recommends staff members who will receive grants to pursue research.

9. Bindery Committee. It sees to the smooth running of the Bindery.
10. Orientation committee - It handles orientation programmes.
11. Computer Committee - It sees to computerisation in the library.
12. Catering Committee - It sees that essential commodities are purchased and re-sold to staff.
13. Ad-Hoc Committees - These are set up as the need arises e.g. Editorial Board Committee; Statistics Committee, to look into specific problems.

Committee I - ULAMAT

The membership should include all Heads of Branch Libraries. With the inclusion, the membership will rise to 12 or 13. This is a reasonable number and there is no need of co-option. In view of my previous recommendation, all the members will be of Deputy University Librarian status. It may not be the case at present but eventually it shall come to be.

Committee 2-5: Divisional Management Team

All the branches should be encouraged to initiate this system. It enables the Head of Division to know more of his people. It serves as a medium of 'feed-back'. But

there should be limited times of meetings. If it is professionally viable, members from other branches performing identical functions should be co-opted.

Committee No. 6 - Building and Grounds Committee

The author cannot see the purpose of this committee. The question are (1) Why do the Library authority employed Building Caretakers? (2) What is the duty of the administration if it cannot liaise with the Estate Department which is responsible for maintenance of the building. The University Librarian should check and decide.

Committee No. 7 - Research Fund Committee

Why should any committee recommend anyone to benefit from certain grant. One tends to ask the question. Is the University Librarian and his Deputy not capable of deciding the importance of any research suggested by members of staff? Admittedly the University Librarian intends to play fair and may not like to be held responsible, can't the ULAMAT that meets every fortnight decide this simple case? Library authority to review the position.

Committee No. 8 - Publications Committee

The membership should be extended to the library complex. All A.B.U. Libraries publications should be handled by the committee. This will be more economical and save

the time of those responsible for publications in other branches.

Committee No. 9 - Bindery Committee

The author cannot see the usefulness of this committee. He wonders how a committee can run the affairs this department. The Head-Binder is responsible to the University Librarian as well as other Heads of Divisions. Should things go wrong, then the University Librarian should make the Head-Binder to give him reports from time to time as he may deem fit.

Committee No. 10-12

The University Librarian should look into the functions of these committees and review their positions.

In addition to the above comments, it appears that the committees had taken most of the administrative responsibilities. The author is prompted to ask the questions "What are the responsibility of the administration in the library? apart from carrying files, and sending letters to and fro respective Units of the University? What policies actuall originate from the University Librarian's office? I am therefore suggesting that most of the committees be desolved and give their responsibilities to the administrative staff. According to

President Teasdale[12] of University of North Central State University in his address to the Deans and members of the Faculty "Gentlemen", he began, "we have far too many committees at North Central State University. There are committees at the University level, there are additional committees within each of the colleges, and departments utilize committees for a variety of purposes. Far too many people spend far too much time sitting in committee meetings not really achieving anything useful. The cost in salaries and lost time is far too high in the light of the existing budgetary situation. Too many administrators appear to be using committees to escape responsibilities. We have committees doing things that a good departmental secretary should be doing. Don't get me wrong, I think committees can serve a useful purpose in resolving inter-departmental conflicts. But too much is too much. Gentlemen, let's take a look at our committee structure and see what we can do to reduce the number of committees in this University. We also need to take a good look at what we do during committee meetings. For example, how many of you or your department chairmen develop agendas for your

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12. H.H. Alberts, Principles of Management Modern approach 4th ed.

meetings? How many of you give thought to the kind of subjects that should be considered and seek to direct the discussion into appropriate channels? Another thing is that there should be time restraints so that faculty members do not spend hour after hour in what to them must be a complete waste of time. In my opinion, the function of administration in a University is to give people as much time as possible to perform research and teaching functions. We're really here to serve the faculty rather than the other way around, so let's begin to administer and reduce the amount of time that faculty members have to spend going through needless motions. We don't have to have a committee meeting every time we want to buy a few waste-baskets or hire a new secretary. Every department and college in this University can effectively use committees to make policy, but after policy is made, it ought to be administered by the deans and the department chairmen. Another thing is that we should delegate whenever possible. I have seen deans doing things that a secretary with a high school education could do. There's too little dynamic administration around here and too much fiddling around with the insignificant. I want each of you to report to me on this matter at the next regular meeting. Discuss it among yourselves. Discuss it with

your department chairmen and faculties. Ask yourselves how we can eliminate some of our committees or at least reduce the time spent in committee meetings. Are there any questions? Therefore, I suggest that the University Librarian should meet with his deputy and find solutions to these committees system.

Summary

Attempt to co-ordinate the staff affairs of Ahmadu Bello University libraries is essential. After analysing the problems and suggested ways of approach the recommendations are summed as follows:

1) The University authority should have vested in the University Librarian, the powers to control all the University Libraries.

2) All staff matters (both junior and senior) should be the responsibility of the University Librarian.

3) The University Librarian should make policy to allow flexibility in the transfer of staff in the library services complex.

4) The scalar principle of hierarchy should be maintained throughout the complex.

5) The University Librarian should be involved in the preparation and control all the University Libraries

budget.

6) The University Librarian should establish more relationships with the library complex by improving the communications system.

7) To promote proper integration, the University Librarian should review the position of the present committees in Kashim Ibrahim Library in order to include the complex staff.

8) The University Librarian should draw-up a re-organisational structure to take care of library complex and the duties and powers of Division/Branch Librarian clearly defined.

9) If found suitable, a students library committee may be initiated.

10) The Library Committee should be more effective by raising the status of its memberships.

CONCLUSION

This paper advocates that the entire administration of the University Library services should be the sole responsibilities of the University Librarian. If the establishment, the development, the maintenance and running the staff affairs of all the libraries are left in the hands of the University Librarian, the persistent

administrative problems would gradually end. It will then promote the essential academic functions which are expected of the libraries of the University. It will also bring about a closer relationship between the Libraries personnel. Moreover, there will be more avenues for uniform promotions for all categories of staff. Uniformity in staffing qualities and balance ratio in both the main library and branch libraries would also promote efficiency. It will also afford staff wider experience if the organisational policy allows flexibility of transfer within the library complex. It is a sure way of reducing operational cost, when some of the functional activities are centralised. E.g. Book purchasing and processing. Above all, the power of University Librarian over the branch libraries should be clearly defined. It is my hope that this paper will assist the University Librarian in preparing his submissions on co-ordination and integration of Ahmadu Bello University Library complex.

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