

THE DEVELOPMENT OF STANDARDS FOR LIBRARY PERSONNEL REQUIREMENTS

ELMAR MITTLER

1. We need standards for personnel requirements, analogous to standards for literature budgets. Such standard values should make it possible to pursue various aims:
 1. demand more personnel from the maintaining institution, if the libraries have to meet the demands of expanding services and increasing utilization;
 2. explain to the public and to the political administration that the services rendered by the library are bound to deteriorate, if the staff is reduced or not enlarged according to increasing requirements;
 3. provide the library management with a basic concept which may help to assign work to the present staff and which may help to predict the future demand;
 4. convey to the staff an idea of their tasks.

2. Standards of this kind should be based on average performances. These average performances may first be ascertained for individual activities; but they should also be grouped together as larger clusters of operations which should correspond to the customary library departments. This procedure (the assessment of average performances with reference to larger groups of staff members) has the psychological advantage that the individual staff member does not have to fulfill the standard norms of work characteristic of, say, industrial production.

3. Average performances may be assessed by various methods:
 - measurement of individual operations,
 - self-recording of operations and their quantity,
 - rough estimation of average performances based on the

work done by the library personnel in certain departments. Examples for these methods are given.

4. Personnel requirements are determined by various factors. In the course of the assessment of a personnel model for the research libraries in Baden Württemberg, the following sectors proved to be of particular importance:

- acquisition of books,
- utilization of services,
- hours of opening.

5. Acquisition and utilization are quantitative factors. Personnel requirements determined by them can be estimated by the basic formula:

$$P_r = \frac{O}{Perf_r} \quad (P_s = \frac{V}{L_s})$$

$$\text{Personnel required} = \frac{\text{Number of operations}}{\text{Performance required}}$$

Examples for this calculation are given and standard values are offered which are the result of an inquiry into the comparative efficiency of the libraries of Baden-Württemberg.

Opening hours are a time factor. Personnel requirements determined by it can be estimated by the basic formula:

$$P_r = \gamma \cdot \frac{OH}{WH} \cdot I \quad (P_s = \gamma \cdot \frac{ML}{W} \cdot t)$$

$$\text{Personnel required} = \frac{\text{Weekly opening hours}}{\text{Weekly working hours}} \cdot \text{Number of information desks.}$$

Factor γ accounts for the incongruity that there are 52 opening weeks per year, but only an average of 40 working weeks. So it equals 1.3.

6. This personnel model considers personnel requirements to increase linearly with increasing services; this concept is

modified in some places by the assumption of a certain essential staff independent of the quantity of work to be done.

7. These considerations provide a working personnel model which can be particularized and improved. It is compatible with other formulae for personnel assessment (e.g. Klar, Sämman, Daume, Funk). Its elaboration with more recent data and with reference to automated libraries may be profitable.

Arbeitsgruppe Bibliotheksplan Baden-Württemberg: Gesamtplan für das wissenschaftliche Bibliothekswesen, I. Verl. Dokumentation. München, 1973), S. 335-441.

Mittler (E.), "Richt- und Normwerte in Bibliotheksorganisation und -betrieb", in: *Organisation und Technik in Bibliotheken*. (E.), Verl.: Klostermann. Frankfurt 1974, S. 110-117.

Mittler (E.), *Das Personalmodell des Gesamtplans . . . In Personalwirtschaftliche Probleme in öffentlichen und wissenschaftlichen Bibliotheken*. Verl.: Deutscher Bibliotheksverband (Berlin 1975), S. 29-58.

Klar-Siemann-Daume, *Personalbedarfermittlung in dezentralen Bibliotheken*. Verl. Dokumentation. (München 1974).