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Computerisation of the Administrative Staff College of Nigeria's library

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**COMPUTERISATION OF THE ADMINISTRATIVE STAFF COLLEGE OF
NIGERIA'S LIBRARY**

by

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A Master's Dissertation, submitted in partial fulfilment
of the requirements for the award of the Master of
Science degree of the Loughborough University of
Technology

September, 1993

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ABSTRACT

The study examines the present manually operated library system in the Administrative Staff College of Nigeria and found some inherent problems. These include: shortage of staff; work processes are unnecessarily repetitive, labour intensive, time consuming, boring, tedious and so wasteful; poor, slow, crude, cumbersome and overburdened information storage and retrieval system; and general system inefficiency. To solve these problems, possible solutions and recommendations were made: reorganisation of the library, staffing, training of present staff and work simplification. Yet they are inadequate. Complete computerisation which should be implemented through turnkey method and in phases is seen as the panacea to the library's quarmire. In order to relate the situation in ASCON to its environment, a literature review which focussed on development of libraries in Nigeria and library automation in general had earlier been undertaken. To achieve all this well, an implementation strategy has been formulated for this.

To
My late father: John Tologbonshe Umoru

and

My mother: Elizabeth Muyigbon Tologbonshe

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LIST OF FIGURES AND TABLES

Figure No.	Title	Page
1	The ASCON Organogram	7
2	ASCON Library's Organisation Chart	37
3	Administration/Teaching Block: The Library is at the heart of the structure	47

Table No.

2-1	Computer facilities in selected Nigerian Universities	18
4-1	Showing the volume of work in the Cataloguing section, 1990-1993	76
4-2	Showing the volume of activities of the Serials section, 1990-1993	90
4-3	The Press section's activities, 1990-1993	95
4-4	Reference and Circulation activities	101
6-1	Library functions software packages can perform	162
6-2	Hardware for the systems	163
6-3	Scores for the selected software packages	185

ABBREVIATIONS AND ACRONYMS

AACR2	Anglo-American Cataloguing Rules-2nd edition
ALS	Automated Library System Limited
AREV	Advanced Revelation
ASCON	Administrative Staff College of Nigeria
BLCMP	Birmingham Libraries Cooperative Mechanization
BNB	British National Bibliography
CAT	Cataloguing
CD-ROM	Compact Disc Read Only Memory
CIPD	Cataloguing in Publication Data
CIRC	Circulation
CLSI	CL Systems Inc.
COM	Compact Output on Microform
CONSER	Conversion of Serials Records
IBM	International Business Machine
ISBD	International Standard Bibliographic Description
ISSN	International Stand Serials Number
MARC	Machine-Readable Cataloguing
OCLC	Online Computer Library Centre
OCR	Optical Character Recognition
OPAC	Online Public Access Cataloguing
OSCAR	Online Serials Control at the Radcliffe
PAC	Public Access Cataloguing
PCs	Personal Computers
PEMS	Public Enterprises Management Studies
SDI	Selective Dissemination of Information
UCLA	University of California Library Los Angeles
VDT/VDU	Visual Display Terminal /Visual Display Unit

CONTENTS

	Page
ABSTRACT	i
DEDICATION	ii
ACKNOWLEDEMENT	iii
LIST OF FIGURES AND TABLES	v
ABBREVIATION AND ACRONYMS	vi

CHAPTER 1: INTRODUCTION

1.1 Research problem identification	1
1.2 Relevant environment: A brief history of ASCON and the organisational structure	3
1.2.1 Present organisational structure	5
1.2.2 Location of the College	6
1.3 Scope of the research	8
1.4 Methodology of the research	8
1.5 Objectives of the research	9
1.6 Significance of the research	10
References	11

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction	12
2.2 Library automation in Africa	14
2.3 Advantages of automation	21
2.4 Arguments against automation	24
References	30

CHAPTER 3: ASCON LIBRARY: AN OVERVIEW

3.1 The organisational structure of the library	35
3.1.1 Orders and Acquisitions section	36
3.1.2 Serials section	39
3.1.3 Documents section	39
3.1.4 Press section	40
3.1.5 Cataloguing section	41
3.1.6 Reference and Circulation section	41

3.2	Physical structure of the library	42
3.3	The library's objectives	45
3.4	Library budget	46
3.5	Library staff	47
3.6	Library users	48
3.7	The library's collections	49
3.8	Library services	49
3.9	Opening hours	57
	References	58

CHAPTER 4: ANALYSIS OF THE CURRENT SYSTEM IN THE LIBRARY

4.1	Introduction	59
4.2	Orders and Acquisitions section	59
4.3	Cataloguing section	69
4.4	Documents section	76
4.5	Serials section	80
4.6	Press section	89
4.7	Reference and Circulation section	96
4.8	Summary of findings	101
4.9	Effects on Performance	106
	References	108

CHAPTER 5: POSSIBLE SOLUTIONS AND RECOMMENDATIONS FOR IMPROVING THE EXISTING SYSTEM

5.1	Introduction	109
5.2	Evaluation of options	109
5.2.1	Reorganisation of the present structure of the library	109
5.2.2	Staffing	113
5.2.3	Training	114
5.2.4	Computerisation	116
	References	117

CHAPTER 6: PLANNING FOR AUTOMATION

6.1	Introduction	118
6.2	Whose computers to use	119

6.2.1	Adapted sysstem	119
6.2.2	Locally developed system	120
6.2.3	Shared system	121
6.2.4	Computer bureau	124
6.2.5	Parent institution's computer(s)	125
6.2.6	Turnkey system	127
6.3	Automating the library's housekeeping operations	129
6.3.1	Requirements for an automated library system	131
6.3.1.1	General requirements	132
6.3.1.2	Basic requirement for the selection of automated library systems	133
6.3.1.2.1	Ordering and Acquisitions systems	133
6.3.1.2.1.2	Benefits of automating the Ordering and Acquisitions systems	136
6.3.1.2.2	Cataloguing system	137
6.3.1.2.2.1	Benefits of automating Cataloguing system	139
6.3.1.2.3	Circulation system	140
6.3.1.2.3.1	Benefits of automating Circulation system	142
6.3.1.2.4	Serials system	143
6.3.1.2.4.1	Benefits of automating Serials Control system	146
6.4	Introducing, comparing and selecting software packages for ASCON library	146
6.4.1	Heritage: an overview	148
6.4.2	Bookshelf: an overview	150
6.4.3	ALS (Automated Library System Limited): an overview	152
6.4.4	DYNIX: an overview	154
6.4.5	SYNEY: an overview	156
6.4.6	LIBERTAS: an overview	158
6.5	Comparision of the selected software packages	160
6.5.1	Price list for selected softwae and Hardware packages	163

6.5.2	Orders and Acquisitions Control	165
6.5.3	Cataloguing Control	169
6.5.4	Serials Control	172
6.5.5	Circulation Control	176
	References	189

CHAPTER 7: IMPLEMENTATION STRAGETY

7.1	Implementation strategy	193
7.1.1	Appointment of a library automation project leader	194
7.1.2	Feasibility study	195
7.1.3	Analysis, design and specification	196
7.1.4	Implementation	200
7.1.4.2	Time table	200
7.1.4.3	Staff	201
7.1.4.3.1	Staff training	202
7.1.4.4	Usres	202
7.1.5	Funding	203
7.1.6	Evaluation	203
	References	205

CONCLUSION	208
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BIBLIOGRAPHY	215
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CHAPTER 1

INTRODUCTION

1.1 RESEARCH PROBLEM IDENTIFICATION

The Administrative Staff College of Nigeria, (ASCON) was established in 1973 to provide management training to both public and private sector officials. One of the important objectives of the College is the establishment of a library to assist both the participants and the lecturers in consulting books, journals, reports, bulletins, etc., so as to make their training effective.

From the beginning, the Library was not just another 'general' library but a special one whose focus was, and still is, management books and materials. Even though ASCON was established in 1973, it was four years later, in 1977, that the College started offering library services to the participants and facilitators. In that year also, a Librarian was appointed to co-ordinate the library services. From 1977 to 1979, the library services were skeletal and mobile as books, journals, etc., were being carried around course venues which were in hotels in the country.

However, in 1979, the College moved from its temporary site in Lagos, the then capital of the country, to its present beautiful permanent site in Topo, Badagry, which is about one hundred miles from Lagos. Because of this development, there was the need for the College to establish a more permanent library in order to fulfil one of its important objectives. So, in 1979, a library was established to provide a good library service. The Library is now headed by a College Librarian who is a top member of the

management staff. From its small beginning in 1979, the Library has developed into a big institution with six different sections (Order and Acquisition, Serials, Document, Cataloguing, Reference and Circulation and Press). Since 1980, over 6,000 persons on the average have used the Library annually, with the highest average of 10,845 readers recorded in 1983.

Since 1980, work in the College's Library has been done manually and this is not surprising if we remember that the Library started as a very, very small one. However, more than thirteen years later, the Library has expanded greatly: the number of library users has increased and the process of work have become very complex.

Because of all these developments, the manual method of doing things appears inadequate and sluggish. So therefore, the library service is becoming inefficient and ineffective. It is because of this situation that some people who have looked at the ASCON library very well have talked about the inadequacies of the manually-operated Browne charging system and its very slow way; the problem of knowing the number of books individual readers are holding; the frustration of searching for recall and reservation; the many mistakes in filing books, journals, catalogues, etc.; the increasing lack of space in all the sections of the library in storing many documents generated through the manual method of obtaining, storing and retrieving records; the laborious method of processing new acquisitions; sluggish way of meeting readers' reference queries; inability to control and keep records of loans to readers, etc.

It is because of all this that some are arguing that the best solution is the computerisation of all the activities of the library, which has been referred to as the best in Africa, and receives many visitors from around the world.

But is this the best solution? Or should the present manually-operated system be improved for effective and efficient services instead of starting an expensive automation programme. A detailed analysis of all of these issues shall be done in Chapter 4.

The purpose of the research therefore is to study the management, methods, processes and procedures in the ASCON Library, so as to identify the true problems facing the Library and to see whether complete automation is the best solution to the identified problems.

1.2 RELEVANT ENVIRONMENT: A BRIEF HISTORY OF ASCON AND THE ORGANISATIONAL STRUCTURE

The Administrative Staff College of Nigeria (ASCON), was set up by the Federal Government of Nigeria under Act No. 39 of 1971, and was charged with the following objectives:

- a. to provide higher management training for the development of senior executives for the public and private sectors of the Nigerian economy;
- b. to provide and arrange for a comparative study and investigation of the principles and techniques of management and administration, and for exchange of ideas and experiences and for the promotion of a better understanding between persons connected with management and administration in various spheres of natural life;
- c. to conduct research into problems of management and administration arising in different spheres of national life;

- d. to award grants, scholarships or travel fellowships for research in public administration and allied subjects;
- e. to establish and maintain a library;
- f. to undertake, organise and facilitate study courses, conferences, lectures, seminars and the like, and to promote the aforementioned objects; and
- g. to undertake and provide for the publication of journals and of research papers and books in furtherance of the aforesaid objects.

However, in 1978, the Federal Government effected some changes in the College. These changes were both at the levels of structure and operations and they limited the College to only the training of public services in Nigeria.

In order to meet the training needs of the public service, the College was mandated to carry out development training and job-related management training for all classes of public services from Grade level 08 and above. It was in realisation of this objective that the academic part of the College was restructured into five departments, namely:

- i Department of General Management Studies
- ii Department of Functional Management Studies
- iii Department of Financial Management and Quantitative Techniques
- iv Department of Public Administration and Machinery of Government; and

Each department is headed by a head. These academic departments are supported by the Administrative, Finance and Library Divisions.

More structural changes were effected regularly thereafter, but in 1991, a major restructuring took place and under it, the academic arm of the College was organised into a faculty system.

1.2.1 PRESENT ORGANISATIONAL STRUCTURE

At the top of the College's organisational structure is a governing board which is the policy-making body of the institution. The members of this body are appointed by the Federal Government of Nigeria. Among the members of body is the Director-General, who is the Chief Executive of the College. Below the Director-General are three Co-ordinating Directors, who head the three faculties in the institution. On the other hand, in each faculty, there are many departments which are headed by Directors of Studies. The three faculties and the departments they contain are as follows:

a. Faculty of Research and Development

Departments:

- i Centre of Development Studies
- ii Public Policy Studies
- iii Research and Publications.

b. Faculty of Training

Department:

- i Local Government Studies
- ii Public Administration
- iii Public Enterprises Management Studies
- iv Management Studies
- v Economic and Financial Studies

c. Faculty of Consulting and Services

Departments:

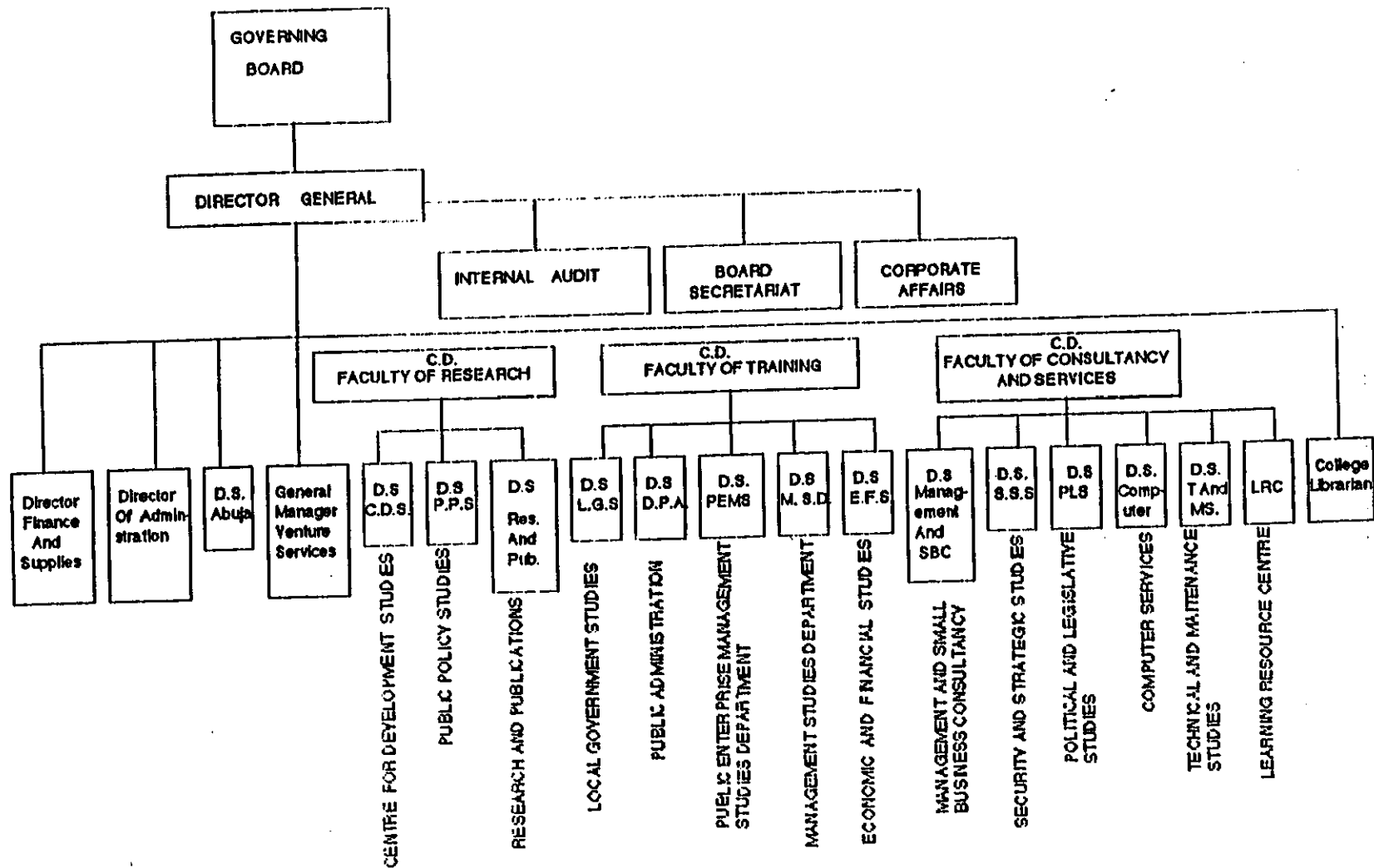
- i Management and Small Business Consultancy
- ii Security and Strategic Studies
- iii Political and Legislative Studies
- iv Computer Services
- v Technical and Maintenance Studies
- vi Learning Resources Centre

The position of the Library Division on the organisation chart is more or less like an academic department in the faculty. The Library, however, through its head, the College Librarian, reports directly to the Director-General, i.e., the Chief Executive. This connection shows how important the ASCON Library, which is a special library, is to the College as a whole. The organogram which shows clearly the various arms of the College and their relationships is on the next page.

1.2.2 LOCATION OF THE COLLEGE

The Administrative Staff College of Nigeria is located at Topo, 5 kilometres from the ancient town of Badagry. Badagry is 70 kilometres west of Lagos, off the dual carriage expressway, leading to Cotonou, Benin Republic, Nigeria's neighbour to the west.

THE ASCON ORGANOGRAM



KEY:

D.S. = DIRECTOR OF STUDIES

1.3 SCOPE OF THE RESEARCH

The research shall cover the activities of the Library, i.e., its six sections: (from 1990-93)

- i Order and Acquisition
- ii Serials
- iii Documents
- iv Cataloguing
- v Reference/Circulation
- vi Press

Secondly, the research is limited to the Topo Campus of the College.

1.4 METHODOLOGY OF THE RESEARCH

For the purpose of this research, data would be got from two sources: Primary and Secondary.

For the primary source, data shall be got through interviews to be conducted with important officials of the Library; through what I have been able to observe other staff do while working in the Library for the past nine years; and through participant observation; that is, as a member of staff involved in the activities of the Library for many years.

1.5 OBJECTIVES OF THE RESEARCH

The Library in ASCON is very important in the work of the College which has been referred to as the best management training institution in Africa. Also, the Library has been said to be the best special library on management books and materials in Africa. However, there are now complaints that the Library is not modern and efficient because the methods being used for its work are manually done and this has resulted in mistakes and slowness.

The objective of this research is to look at the six sections in the Library - studying the way they operate and to see whether the present manual system is truly inefficient and slow; and to identify factors responsible for this. The research shall also look at the possibilities of computerising the activities of the Library and to see whether this would make the Library more efficient. I shall also make recommendations and come up with solutions which would assist in making the Library become more efficient and be able to meet not only its goals but that of the College.

For the secondary source, information shall be got from books, journals, newspapers, magazines, reports, bulletins and other documents.

In order to get the main raw data, the descriptive survey method will be used. Under it, an interview guide containing ten key questions is prepared to be administered to all the six heads of sections and the Chief Librarian. In all seven important officials are involved at this stage. Also, subordinates below the heads of

sections in ranks are also to be interviewed (see Appendix 1).

1.6 SIGNIFICANCE OF THE RESEARCH

The Administrative Staff College of Nigeria was established in the early 70s to provide management training to all public servants in Nigeria at Federal, State and Local government levels. The Federal Government attaches a lot of importance to the work of the College because the public servants are the people responsible for the economic, social and political development of the country. For ASCON to be able to carry out its goals very well, it needs a modern, efficient and effective library system in order to be able to manage the information needs of not only the participants but also those of the lecturers and other international guests who come to the College regularly to attend conferences, seminars, workshops, symposia, etc.

However, recently, there have been some problems in the management of the Library. So, my research hopes to look at all the activities, methods, processes and procedures so as to identify problems and to see whether through automation, the work of the Library would become more efficient. If this is achieved, it would assist not only ASCON in achieving its goal but the Federal Government in having officials in the public service who are well trained, well informed and efficient capable of developing the country well.

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CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The beginning of library as we know it today has been traced to Alexandria where, around 2,500 B.C., an institution which served as a library, an archive and a university, where scholars and students came to conduct research and study, was established. By the 19th century, library had developed extensively in Europe and America.

In the case of Nigeria, modern library came about through the colonisation of the country by the British. Library development in Nigeria started in a very humble way. It began in the 1920s, when some British civil servants formed the Lagos Book Club, whose main function was to circulate the few books available among these foreigners (1). In 1929, in their desire to expand the activities of this club, these British citizens wrote to Dr Fredrick Keppel, the president of the Carnegie Corporation in New York, United States of America, requesting for financial assistance to enable them to develop their club further; for the benefit of Nigerians, especially those living in Lagos (2). In response to this request, the Corporation made a grant of \$6,000 to the club in 1932. With this money in hand, the Lagos Book Club was in June 1932 transformed into the Lagos Library - the first public library in any part of Nigeria (3). By 1933 the volume of books for the library stood at five thousand (5,000). In this year also, the library started sending regular book boxes to centres across the country called 'sub-libraries'. Such centres included: Abeokuta, Apapa, Burutu, Enugu, Ife, Ikot Ekpene, Ilorin, Port Harcourt, Warri and Zaria (4). In 1952, the British government through the British Council

established libraries in Lagos and in the provincial headquarters in: Ibadan, Kaduna and Enugu (5). In addition to these two sets of libraries, a library service started in the Public Relations Office of the then Colonial Government in Lagos. Under the service, book boxes were being sent to reading rooms located in the various provinces in the country. At a time, this library service had a total of twenty thousand (20,000) volumes (6).

It was exactly two years after the first public library was set up, that the first academic one was established at the Yaba Higher College which was set up in 1934 to train middle level manpower in such fields as medicine, agriculture, teaching, commerce, surveying and engineering. In 1945, eleven years after its establishment, the library had a total volume of three thousand, six hundred books (7). In 1948, the second academic library was set up in the newly opened University College, Ibadan, which later became the first university in Nigeria (8). In 1952, in continuation of the colonial government's desire to expand educational facilities further; it established the Nigerian College of Arts and Science. The college had its headquarters in zaria and branches in Enugu and Ibadan. All of these had their own libraries which formed the third set of academic libraries in the country.

Perhaps the oldest type of library in Nigeria is the special library. In 1945, there were no less than eight special libraries in the country. Basically, they were established to serve specialised government departments of Agriculture, Surveys, Justice, Geology, etc. Since this time, special libraries have multiplied greatly in Nigeria. It was into this group of libraries that the Administrative Staff College of Nigeria's library 'stepped' into 1977. In general, all the different types of library in Nigeria have expanded tremendously. For instance, with only just one university in 1960, there are now thirty-two universities;

about 70 polytechnics; no less than fifty colleges of education and many technical colleges. All of these institutions have their own libraries. Indeed, these developments cannot be compared with the little development of library in the 1960s. In fact, in 1960, the total number of libraries in Nigeria was ten with total number of books standing at three hundred and seventy-nine thousand, three hundred books (379,300) (9). By 1976 on the other hand, in the public libraries alone, there were eight hundred and ninety thousand, nine hundred and seventeen (890,917) books (10). Library development in Nigeria got a major boost in 1964 when the National Library was opened. Under the law establishing it, the National Library Act, of September, 1964, the Library was charged with the following functions:

1. To establish and maintain a branch of the National Library in each state;
2. to give advice on library development or organisation of any agency of the Federal government or other state or local government agency requiring it; and
3. to have responsibility for national bibliography and the development of bibliographical services (11).

As at 1992, the National Library which still maintains its headquarters in Lagos has branches in all the 30 states of the Nigerian federation.

2.2 LIBRARY AUTOMATION IN AFRICA

In Africa, serious interest in the use of computers in the library management is a very recent development. Many years after extensive library automation started in Europe

and America, there were serious fears in Africa that computerisation would not be possible. But across the continent, some universities and special libraries have begun computerising their activities; especially house-keeping chores. They do this either through the use of their parent organisations' computing facilities or through their own directly acquired computers. In the early 1980s, especially the period 1980-1984, computer applications in West Africa were generally low. In the case study done by Boadi and Havard-Williams (12) covering Nigeria, Ghana, Sierra Leone, Liberia and Gambia, it was discovered that of the 148 libraries administered with questionnaires, only one, which was located in Nigeria, had its own 'independent' computer. On the other hand, twenty-eight other libraries had access to only regional computers which were just forty-one in number. Even then, over 70% of these computers were located in Ghana and Nigeria; more especially the latter which is rich in oil from which it gets millions of dollars and pounds sterling. The authors said not only was this computerisation development limited to house-keeping chores, but then the libraries concerned were still 'wholly manually operated' (13) (14). The level and rate of automation in the library system was so low that the two researchers suggested that governments in the region must help libraries financially.

In Nigeria, the wish to automate the library system started in the universities when their libraries began using their computer centres' facilities for many activities. These included: production of print-outs of lists of books on reserve, serials holding, keeping of shelf records, designing automation of the circulation system and the generation of overdue notices. The first computer application in any university's library system was done by the University of Ibadan in 1975 when it issued its first edition of the computer produced 'Catalogue of Serials in the Library' (15). In October of the same year, the

university was preparing to have two automated systems, i.e., the Automated Library System (ALS) and the Plessey Library Pen System. At this time also, the University of Lagos was interested in the latter system. The third university library which was interested in the same system was the Nnamdi Azikwe Library of the University of Nigeria, Nsukka (16). In 1977, University of Ibadan went further by finishing work on its computerised serials catalogue and setting up an Automation Committee whose main task was the full automation of the whole library. At this time also, two other universities - University of Ife (now Obafemi Awolowo University) Ile-Ife and Ahmadu Bello University, Zaria, made very serious attempts at automation of their libraries. The table below shows computer facilities in the six older universities in Nigeria as at 1976. One thing that is very clear, looking closely at the table, is the fact that there are many disparities in the models, operating modes, languages and packages of the computers in the university computer centres (see Table 1).

Yet, in spite of this initial enthusiasm on automation, the rate of achievement was very slow. For instance, the University of Ibadan could not convert its records for months. The university library in Zaria which had started converting its circulation records and had begun online circulation system ran into so many problems: inadequate electricity supply, and this destroyed computers; constant breakdown of computer terminals and lack of skilled manpower (17). But the setbacks did not kill completely the desire to automate among university libraries in the country. In 1982, the University of Lagos installed its Plessey system which was mini-computer driven. It initially handled: charging, discharging, renewal and reservation modules. But unfortunately the system broke down three weeks after installation.

Perhaps the most current study on automation development in Nigerian universities; which also shows the extent of computer applications in libraries in the country is that carried out by Ehikhamemor (18). Altogether, 23 universities were given questionnaires which covered such issues as total collections, staffing, commitment to automation, extent of automation, etc. Of the number given out, only 19 libraries responded and the information generated gives a clear picture. For example, only 10 university libraries worked out any clear goal on the automation project; the remaining 9 had no clear cut goals. Six of the universities interested in automating wanted minicomputers while the remaining four decided to start their system with micro-computers.

On the other hand, six universities were reported to have carried out or in the process of carrying out feasibility studies. But the studies were certainly out of date for the four studies which had been fully completed. Indeed, only one of these was as recent as 1987. Even in the area of which software to choose, there were also problems. Only two of the universities which responded could name specific packages they wanted to acquire (19). Since planning for automation has not been thorough, implementation has been faulty as well. So therefore full automation has not been achieved in any university. However, some universities have got mostly micro-computers which are cheaper than any other type of computers. In fact by June 1989, five university libraries had acquired one or more microcomputers for many usages: circulation control, serials control, literature search and retrieval, word processing, administrative search management, etc. But even then, the computers were put to far more limited use - word processing and creation of bibliographical records.

TABLE 1

UNIVERSITY	MODEL OF COMPUTER	OPERATING MODES	HARDWARE	LANGUAGES	PACKAGES
1 Ahmadu Bello, Zaria	Cyber 72/14 (digital)	online conversational, batch	4 disk drives 1 graph plotter 2 line printers 2 card read machines 1 magnetic tape drive video display units	BASIC, COBOL-D, ANS, COBOL, FORTRAN IV BASIC, FORTRAN IV FULL, ALGOL, L S P, APL, SNOBOL, PASCAL, SIMULTA, ETC.	SPSS, NAG, BMD, XTAB, SYMAP, IMSL
2 Benin	IMB 360/25 (digital)	Batched on background partition	3 (2311 disk drives 1 card punch/reader 1 graph plotter 1 (1403) line printer (2314) magnetic disk packs	ANS, COBOL d, fortran iv basic, fortran iv full, rpg 1, pl/1, ASSEMBLER	IBM utility programmes, ditto programmes, SSP
3 Ibadan	IBM 370/135	Online	4 (333) disk drives 1 key punch machine 1 graph plotter 2 line printers 1 console typewriter 3 magnetic tape drives magnetic disks	ANS COBOL, FORTRAN IV, FULL, ASSEMBLER, PL/1, RPG 2	SSP, SPSS, IMB UTILITY PROGRAMMES, Ditto programmes
4 Ife	IBM 370/135	offline Online	Disk drives; graph plotter; line printer; card reader; console typewriter; magnetic tape drives; video display units; key punch machines	ANS COBOL, FORTRAN IV FULL ASSEMBLER, PL/2 APL, RPG 2	sps, pstat, ssp, ditto PROGRAMMES, ibm UTILITY PROGRAMMES
5 Lagos	IMB 370/145	Offline one line conversational	1 card read punch 1 line printer 3 disk drives 5 communication terminals, RJE (Remove Job Entry) terminals; 1 card sorter; 1 interpreting card punch; card verifier	COBOL, FORTRAN IV BASIC, FORTRAN IV FULL, WATF IV, APL, PL/360, MINI-TAB, ITF BASIC, RPB, LINEAR PROGRAMMING	IBM Utility programmes, SSP, SPS
6 Nigeria, Usukka	IBM 370/135 (digital)	Online	disk drives; graph plotter; line printer; card read punch; console typewriter; magnetic tape drive; key punch machine	ANS COBOL, FORTRAN IV FULL ASSEMBLER, RGP, 1, RPG 2	IBM Utility programmes, ditto programmes, SSP, user written packages

Source: Ifebuzor C. C. Awaritefe, M and Inegbeboh, Automation and Library Co-operation or Nigerian Libraries, Nigerian Libraries, Vol. 13, Nos 1-3, 19 pp. 101-102.

Another problem area is the conversion of card catalogues to machine readable format. No library has done this fully; only one library has made any progress; two other libraries had to abandon the task, while three others planned but have not started. The remaining have not done anything. The study also reveals a very low level of trained manpower in the following important areas: computing science, system analysis, systems design, computer programming, data entry online searching and word processing.

A critical look at the study under discussion gives the impression that automation in Nigerian university libraries has not been impressive. But the important question to ask is what went wrong? Many factors are responsible for this failure of planning and implementation. Ogunrombi (20) has identified some of these factors:

- i dearth of spare parts
- ii after-sales servicing difficulty
- iii incessant power failure
- iv financial constraint - especially in an era of acute economic recession and spiralling inflation
- v space shortage - for housing computers in the right environment
- vi lack of commitment

Alabi (21) has also added to the number of factors especially as they relate to the whole of Africa. These include: difficulty in recruiting specialists, lack of continuing education, low prestige of informational professionals, lack of library and information standards, inadequate and unreliable telephone network systems and lack of foreign exchange required to purchase both the hardware and software of computers from Europe and America. But it should be noted that these problems are not

restricted to Africa alone. Krevitt Eres has talked about general factors affecting the transfer of technology to developing countries. These include economic, manpower, physio-ecological, cultural, demographic and social political and existing information infrastructure (22).

In summary, it is safe to say library automation in Nigerian universities has not gone too far. Yet, compared to other types of library 'tremendous' progress has been made; this is another way of saying the latter groups have not even begun. As at the first quarter of 1993, only five libraries which are not located in the universities have been fully automated and these are those in the following organisations: Federal Institute of Industrial Research, Oshodi, International Institute of Tropical Agriculture, Nigerian Institute of International Affairs; the British Council and the United States Information Service (23).

However, in other sectors of the country, especially in industries, commercial concerns, insurance companies, banks, finance houses, manufacturing, production, etc., computers are being used very extensively because they have the resources to procure the latest computers in the market. And there are many computer vendors now in the country; particularly in Lagos, the commercial capital of Nigeria.

In spite of the present problems in library automation in Nigeria, efforts would have to be made to speed up computerisation process because many benefits (some of which are discussed below) are derivable from it. It is for this reason that Ogunrombi advises: "It is noteworthy to state that the major benefits that automation will confer on the library and its patrons by far outweigh its demerits. It will therefore be foolhardy for the developing countries and Nigeria in particular to cling tenaciously to outdated manually operated method in information processing" (24).

Furthermore, it is not just dropping an old system but as Ekpeyong has argued:

"libraries have to adapt to modern trends in technology if they are not to lag behind as far as information technology is concerned" (25).

2.3 ADVANTAGES OF AUTOMATION

There are many gains derivable from the automation of the library system; the time-consuming manual method. Some of the advantages which automation offers include:

- a. capability to control processes, store and recall information, maintain files of information, perform computation on information, and to arrange and rearrange information;
- b. it provides services and products that are not feasible with manual system;
- c. extensive subject bibliographies can be compiled using data from the computer;
- d. cuts off routine, tedious, boring labour-intensive repetitive manual procedures. Thus reducing unnecessary paperwork and the attendant issue of storage of materials;
- e. performs multi and large volumes of repetitive, time-consuming manual operations automatically and correctly over a short period of time;
- f. operates at an extremely high speed which could be measured in one millionth of a second or less. So therefore it saves time;

- g. increasing efficiency: under it, workflow becomes more reliable, accurate and systematic. Tasks are therefore done quickly with little errors. Also staff morale and performance would increase;
- h. possibility of co-operation: through the use of computers it is possible to have centralised data bases and banks which contain volume upon volume of bibliographic data and information (26). These can then be shared by so many libraries linked up together in 'computer co-operative(s)'. So therefore, the possibility of being able to link up in such a co-operative will increase the resources of a library. For instance, through the 'Online Computer Library Centre (formerly the Ohio College Library Centre), 3,000 libraries co-operate and share bibliographic resources.
- i. New services: through automation, libraries will be able to offer new services in addition to the services they are already offering (27). Such new services include statistics for library decision-making.

Libraries wanting to automate usually come up with many reasons and justifications among which are those discussed above. However, computerisation is not the magic medicine which will cure all the problems facing any library. It is because of this that Boss insists that a library must proceed carefully; to define problems critically and identify and evaluate all possible alternatives available before choosing automation. Moreover, symptoms should not be mistaken for the problems (68). On the other hand, there are librarians who embrace automation not because of the genuine advantages it offers but for flimsy reasons. Mackenzie has identified some of these to include:

- a. keeping up with the Joneses (i.e., keeping pace with a neighbouring library);
- b. professional advancement with a research grant available to meet the cost;
- c. use of spare machine capacity; and
- d. removal of drudgery (29).

Thus, computers and computerisation are becoming ends in themselves and money which could have been used for example to make purchases of monographs, serials and other titles, is diverted to microcomputers. So Peter is being used to pay Paul. The result of this is that the traditional library services are negatively affected. It is in this vein that Lancaster describes the issue now facing libraries:

"[Library profession] now seems in a mad race to catch up. Perhaps it is running too fast in the wrong direction. In some places automation appears almost a goal in and of itself. On the whole, the profession has been neither imaginative nor innovative in its exploitation of technology and some activities may have been automated for the wrong reasons" (30).

The computer rush is such that: 'meetings of librarians now sound like meetings of programmes' (31). Nor is this pre-occupation limited to the developed countries alone. Even developing countries which are struggling with scarce resources to even provide ordinary services are also involved. It appears librarians generally believe that mere acquisition of technology will automatically improve their image:

"Over the last few years, I have met librarians in a wide variety of settings, in developing countries as well as the developed. Almost without exception, they want to talk about their new microcomputer or the latest program they have acquired. I cannot remember the last time I had lunch with a group of librarians and heard one of them actually mention library users. yes technology is still glamorous. But let us not

delude ourselves into believing that it has had a substantial impact in improving the services that a library provides to its users that it has greatly improved the image of the librarian or that technology alone will increase the perceived value of library and librarian in the future" (32).

2.4 ARGUMENTS AGAINST AUTOMATION

The most recurring disadvantage, which almost everybody talking about computerisation of the library system identifies, is that of cost or the financial implication of purchasing, operating and maintaining the automation project. The costs involved in the computerisation programme have four important features:

1. systems personnel costs - which comprise costs of time for systems design, programming and programme testing.
- ii library personnel costs - i.e., costs of time for participation in system design, study, training, and set up new procedures and maintenance, conversion of files.
- iii equipment costs, i.e., computer time, computer hardware, software and other library equipment, i.e., microfilm, readers terminals, etc.
- iv material costs: i.e., papers, forms, tapes, etc. (33).

According to McDonald, the belief that automation would reduce cost is a myth (34). In general, information technology requires a lot of capital outlay and getting the money needed has been a very difficult task for libraries. It is for this reason that some commentators have argued that an automated system should not be embarked upon unless the cost involved well worth it (35).

To Veaner (36), automation has not brought about savings vis-a-vis reduction in staff strength or even the cost of running the library generally. Furthermore, he says for instance there has not been great staff reduction in cataloguing activities.

- b. Another major problem relates to dependency on outside experts. Because libraries have to consult technical experts while automating, before long, librarians come to depend and defer to them to the point of not taking decisions on so many issues without seeking 'expert advice' (37). The implication of this is reduced effectiveness in the provision of services.
- c. The operations involved in the installation use and maintenance of an automated library system are rather complex than in the manual system. The automated system which is normally very comprehensive requires precision or accuracy and carefulness in operations (38). But in most cases, these are lacking. Because the automated system is very sensitive to breakdown, any mistakes made in one area can lead to the total collapse of the whole system. Unlike the manual system, operations cannot be left out or rearranged without leading to big problems for the entire system.
- d. The installation of automated library system can cause a lot of chaos and reorganisation. In addition, many negative effects on personnel could result, e.g. library staff may fear redundancy, redeployment, loss of status and deskilling (39). Especially in the developing countries, where job opportunities are still limited in number, this could lead to labour crisis.
- e. There are also problems relating to health, ergonomic and safety issues. For instance, many scholars have

identified these to include: the occurrence of muscular aches, eye strain, migraine, photosensitive epilepsy, miscarriage of pregnancies - all of which arise from constant exposure to radiation from the Visual Display Units of the computers (40). However, there are those who argue that there are no long-term negative health problems associated with computers and their VDUs (41, 42, 43).

- f. Computer systems are not static: there is a very rapid rate of new inventions of computer hardware and even software. There are many examples of libraries which have spent years converting to library automation and just as the projects are getting to critical phases of implementation, and the library staff concerned are settling down to the new routine and making efficient use of the system, then new advances in information technology which immediately make present computers outdated, come about (44).

In addition to this, Tedd has also identified related problems:

- i hardware: difficulty can come about where the suppliers of hardware fail to supply computers in good working order at the time and price agreed on. Also, some aspects of the hardware may be inappropriate to specific problems in the library.
- ii Software: difficulties can also come from this direction, i.e., if the software package(s) has not been properly designed, implemented, tested and documented. This happens in most cases where software has been developed locally in the library. Also, there may be problems with packages not matching specific applications.

iii People: here, (a), the system may not have been designed to fit the library's needs and so the users would see the new computer based system in bad light; (b), there may be lack of communication between the library staff and the computer staff involved in the planning, designing, implementing and running the system; (c) lack of communication within the library - i.e. if library staff who are not involved at all with the development and implementation of the automated system are not aware of its aims, progress, implication, etc., they would not support the system as they should and the effect of this could be great (45).

In general, automation of the library system is a very risky business even with good planning. Examples are abound of major library automation projects which failed hopelessly. Princeton University Library could not begin its project again in 1978 as its vendor, which lacked commitment, abandoned the project all of a sudden; after \$1,000,000 had been invested. The Demison Library at the University of Colorado Medical Centre also failed. It developed, programmed and tested an automated circulation system and then all of a sudden was informed by the parent institution that there was no computer time available to run the system. On the other hand, University of Illinois's Medical Centre Library ordered for equipment from a vendor in 1973. But three years later, the hardware had not been delivered (46).

Even if computerisation of a library system is 100% successful, there are limits to what the automated system can do. After all, the computer is a 'beast' which must continuously be told what to do at any time. It is with this in mind that Corbin identifies what he calls 'limitations' to the computer:

- i computer cannot perform without sets of instructions [from human beings];
- ii though computer can perform at incredible speeds, it cannot do anything that it is not programmed to do. It cannot perform any operation that cannot be performed by humans;
- iii computer operates on information and such information must be in a form that it can recognise, assimilate, and convert to machine-readable form;
- iv it can detect but cannot correct accurately information fed into it; and
- v it is not capable of performing all necessary operations in a library system; in all cases, humans must specify which information is to be collected and how it is to be organised, stored, retrieved, arranged and re-arranged and disseminated (47).

Against this background, therefore, in spite of the good advantages or benefits derivable from computer and information technology in general, the role and functions of human beings are very very important. Without people working in the library, the automated system cannot operate on its own. Horton emphasises this important point when he says:

"... exploiting the full potential of the Information Age is going to require a basic rethinking of traditional Industrial Age yardsticks ... placing the emphasis on creativity, talent, and brain power. Those are the real 'capital assets' of the Information Economy, not information handling machines. Certainly none of this would be possible without the computer and the electronic chip and satellite and other technological breakthroughs. But their distinctive contribution is still making processes go faster, more efficiently and

reducing the unit cost of information handling. The real pay-off is going to come in training and grooming new kinds of Information Age human resources (48).

The important issue then is that while automation is important, it means then that as it is being planned and implemented, the human resources in the library must be taken care of, e.g., through effective training programmes: 'By identifying and providing for specific training needs ... a well organised and well supported staff training programme can make a significant contribution to the effectiveness of the library service (49).

The demerits of computerisation notwithstanding, its benefits are more. The efficiency, and effectiveness that automated systems offer cannot be measured easily. In future, as automation becomes available and accessible to many more people, many libraries would be willing to have automated systems just like installing telephones in the office (50).

However, automation is not toy acquisition nor it is holidaying. It is a very serious matter. Horton advises: 'Automation is not easy. There is no magic formula. Rather the formula that exists for successful automation is:

$$SA = I + V + TU + HW$$

where I is Intelligence

V is Vision

TU is technical understanding

HW is hard work' (51).

SA is Successful Automation.

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CHAPTER 3

ASCON LIBRARY: AN OVERVIEW

3.1 THE ORGANISATIONAL STRUCTURE OF THE LIBRARY

The ASCON Library, as an organisation, has fundamental features common to all organisations. For an organisation to be able to work well, it must have internal structure which allows it and those in it to use authority and divide responsibilities among the people. It is because of this that people talk of 'organisational structure', i.e., the structure of an organisation.

In order to achieve those goals for which organisations are set up, they must have organisational structure. It is in realisation of this that ASCON Library has its own organisational structure which has been developed to help it achieve its own goals and that of its parent body, the Administrative Staff College of Nigeria.

The Library has a bureaucratic-mechanistic, i.e., hierarchical organisational structure under which authority and responsibilities are delegated from the highest person at the top of the organisational/hierarchical structure to the subordinates below. The structure is bureaucratic-mechanistic because most of the work in the Library are definable and divisible.

As shown in the organisation chart, at the top of the organisational structure is the College Librarian who controls and co-ordinates all the activities of the Library. Because of the importance ASCON attaches to the Library, it is more or less like an autonomous academic department on the ASCON organogram, and its Head, the College Librarian, reports directly to the Director-General

of ASCON, who is the Chief Executive and Accounting Officer of the College. It is also because of the importance of the Library that the College Librarian is a member of the policy-making body in the College, the "Directing Staff Meeting".

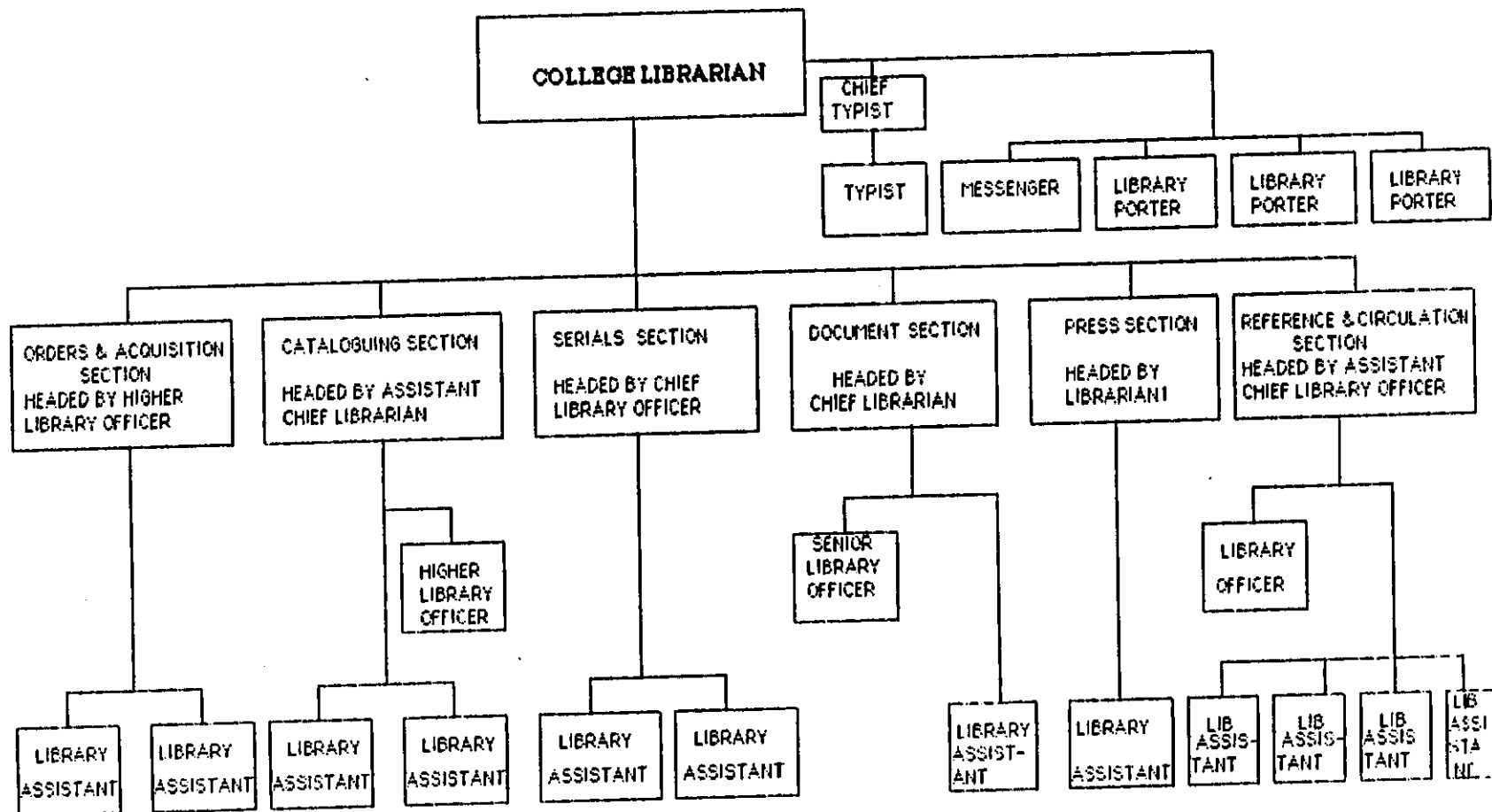
Below the College Librarian are the sectional heads of the six sections in the Library, namely: Order and Acquisition, Serials, Document, Cataloguing, Reference and Circulation and Press, who are responsible for the daily running of their sections. They are directly responsible to the College Librarian who communicates with and gives instructions to them. This means that communications are always down and up the hierarchy. There is also lateral communication in the organisation so that it is possible for sectional heads to communicate among themselves as they are holding similar positions. However, it must be noted that the heads of sections are not the same in rank. This is due mainly to an extremely unusual staffing arrangement in the library caused by inadequate experienced and professional librarians in the library. Below the heads of sections are other subordinate officers as we shall see below as we discuss the internal arrangements in each section (see Figure 2).

3.1.1 Orders and Acquisitions Section

The section has altogether three staff made up of the Higher Library Officer who is assisted by two library assistants. It is charged with the following responsibilities:

1. Selecting suitable or relevant titles.
2. Checking bibliographical details of titles.

ASCON LIBRARY'S ORGANIZATIONAL CHART



KEY: LIB = LIBRARY

3. Placing orders for selected titles.
4. Receiving and delivering ordered titles into the library.
5. Stamping the college's name on new books.
6. Assigning accession numbers on ordered and donated books; and
7. Ensuring that monies for ordered titles are quickly remitted to suppliers by the Accounts Department of the college.

In short, the section handles the collection development of the library. New collections are added to the library's stock through the following ways:

- a. ordering of books directly from the vendors through their catalogues, i.e., publishers' catalogues;
- b. books selected off the shelves of bookshops during the College Librarian's many visits to their shops or book fairs;
- c. books donated as gifts to the library (e.g., the British Council, United States Information Service (USIS), visiting scholars, foreign embassies, etc.);
- d. books specially recommended by the teaching staff of the College; and
- e. books received through exchange programmes.

3.1.2 Serials Section

Serials are publications which are published in successive parts at intervals and as a rule, intended to be continued indefinitely (1). They include magazines, journals, periodicals, annuals, monographs, etc. The serials section in any library is a very important unit because it disseminates new knowledge and current information and complements the book collection in giving total library service. This section in the ASCON library serves the same purpose. Its basic aim is to acquire, receive, catalogue, classify, index, abstract and disseminate all types of serial literature, especially in the areas of management and public administration - published by professional associations, societies, institutions, schools of management and public administration both in Nigeria and abroad.

The section is headed by an Assistant Chief Library Officer and he is assisted by two library assistants. According to the sectional head, the number of journal titles in the library as at May, 1993 was 540. Of this number 323 were foreign while 217 were Nigerian titles. The total current journal titles stood at 435.

3.1.3 Documentation Section

The section is headed by a Chief Librarian who, in terms of the hierarchy in the Library, is the second in command to the College Librarian. He is assisted by two other staff; a Senior Library Officer and one Library Assistant.

The section houses publications emanating from the three levels of government in Nigeria - i.e., Federal, State and Local Government - and their numerous agencies like parastatals, etc. Such publications include Gazettes,

Annual Reports, Hanzards, Reports of Commissions of Enquiry, Statistical Publications, Financial Estimates, Annual Budgets, Auditor General's Reports, Accountant General's Reports, Decrees, Edicts, Reports of Constitution Drafting Committees and Constituent Assemblies, etc. These publications are not available in bookshops and with ordinary publishers rather they can be got mainly through contacts with specific publishing organisations and Government Printers and Presses. As at May, 1993, there were sixteen thousand (16,000) such documents in the Library.

3.1.4 Press Section

This is the newest of the sections in the library. It was created out of the Serials Section. Since it was established, its main functions include: selecting, assigning subject headings; cutting; clipping; pasting; indexing; abstracting of important regional, state, national and international newspapers and their important and current contents.

In terms of staffing, it has only two staff made up of Librarian I, who is the head of section and one Library Assistant who does mainly non-professional clerical duties.

As at present, the Library subscribes to fifteen (15) domestic and international newspapers. Some of the titles include: *Daily Times*, *New Nigerian*, *The Punch*, *Guardian*, *The Tribune*, and *Vanguard*.

The current newspaper titles were deliberately selected on the basis of their standing as important representatives of a region, groups of states, major city or of a significant

special interest or political view. Local coverage is also provided for in the selection.

3.1.5 Cataloguing Section

The Cataloguing activity in a library is the most important function and without it no library can perform satisfactorily at all. Catalogue cards which are kept as part of this crucial activity allow users to gain access into the library's collections or holdings. Catalogues are therefore instruments which are used in searching whether a particular library has a book or a journal or monograph or publication and if it does have, where in particular in that library can the material be located. To Rowley, a catalogue is an organised record of the stock of a library system (2). The basic objectives of a catalogue can be summarised as follows:

1. to enable a person find a book of which either the author, the title or the subject is known;
- ii to show what the library has by a given author; or a given subject; or in a given kind of literature;
- iii to assist in the choice of a book as to its edition or as to its character (3).

The section is headed by an Assistant Chief Librarian. He is assisted by a Higher Library Officer and two Library Assistants. The basic function of this section is to catalogue and classify already accessioned books.

3.1.6 REFERENCE AND CIRCULATION SECTION

This is the section where most if not all the books in the library are contained. It is here also that the books are

well maintained and systematically given out to library users who need them. The basic functions of the section include:

- i registration of library users;
- ii providing answers to readers' inquiries requiring specific information (reference services);
- iii compilation of bibliographies when requested by users;
- iv handling of inter-library loan programmes with sister libraries;
- v provision of library education to library users;
- vi maintenance of library's collections (shelf reading and shelving of books)
- vii charging and discharging of books to users;
- viii provision of current awareness services;
- ix locating reading materials for users wherever these may be in the library;
- x compilation of daily statistics of library usage;
- xi book reservation.

3.2 PHYSICAL STRUCTURE OF THE LIBRARY

The general activities of the College are carried out in a very beautiful complex located on Topo Island, Badagry, which opened for use in 1980. At the heart of this complex is the Administrative/Teaching Block which is rectangular in shape. It is the centre of all activities in the College. The building is not only designed to be functional and flexible but also impressive and beautiful. It combines the Administrative part of the College with the teaching part or academic area.

Because of the importance attached to the Library in the work of ASCON, it is located at the centre of the very important rectangular Administrative Block (see Figure 3). The Library, which looks like a rotunda, is the hob of the

teaching and learning activities of the College. Due to this structural arrangements, the participants and the teaching staff spend the majority of their instructional time in and around the Library. So therefore the Library is very, very important. Over the years, the library has been able to achieve all of these broad objectives except that in its delivery of the expected services, it has not been able to do so as efficiently and effectively as users would expect. Expectedly, Chapter 4, in which the existing library system shall be examined should show those factors responsible for the inability of the library in this particular area.

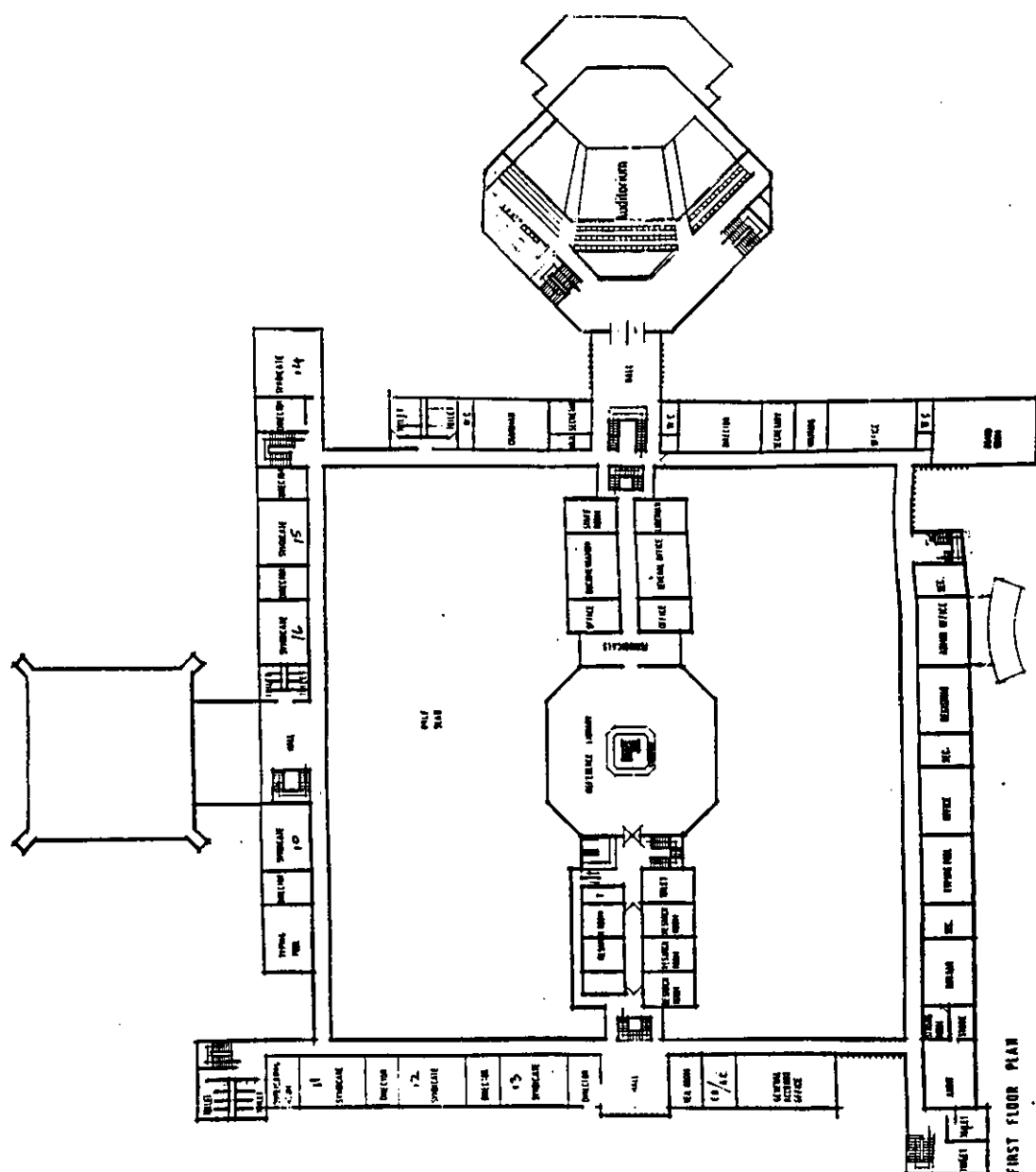


Figure 3. Layout of Administration/Teaching Block: The Library is at the heart of the structure.

The reading rooms of the Library can accommodate up to 200 people at one time. There are also modern amenities provided for the use of people coming into the Library. Furthermore, the Library has a display area meant for the exhibition of books published by the College or similar relevant books from outside the College. Research rooms are also available. Again, there are other rooms meant for the use of the Library staff.

3.3 THE LIBRARY'S OBJECTIVES

Like most special libraries, the ASCON Library's objectives as they have developed since 1977 could be summarised as follows:

- i to provide the ASCON community with better facilities with which to use informational and documentational services of the Library;
- ii to assist the academic staff in the conduct of research;
- iii to make known research results of the academic and other staff;
- iv to co-operate with similar special management development oriented libraries both in Nigeria and abroad;
- v to provide library assistance to visitors and non-academic staff both from Nigeria and abroad;
- vi to provide self-education and recreational reading;
- vii to give education and advice in the use of library materials;

- viii to diffuse management ideas needed for the social, economic and political development of the country;
- ix to guide ASCON as a whole in the realisation of its overall objectives;
- x to provide training for government librarians and printers in the Nigerian public service.

Over the years, the library has been able to achieve all of these broad objectives except that in its delivery of the expected services, it has not been able to do so as efficiently and effectively as users would expect. Expectedly, Chapter 4 in which the existing library system shall be examined, should show those factors responsible for the inability of the library in this particular area.

3.4 LIBRARY BUDGET

An effective and efficient library management must be supported by adequate funding. On the other hand, inadequate funding creates gaps in a library's collections which, if not bridged in time, could lead to great problems even when money is finally obtained because by then some materials might be out of print or their prices have jumped up.

In the case of the Administrative Staff College of Nigeria, 5% of its budget is allocated to the Library. However, the actual amount given to the Library in any given year would depend on the College Librarian's submissions and recommendations.

The financial allocations to the Library are meant for the acquisition of books, periodicals, equipment, machinery, stationery, etc. However, matters relating to salaries,

allowances, training and development are handled directly by the authorities of the College and not by the Library.

The financial allocations to the Library in the past three years are as follows:

Items	1990	1991	1992	1993***
Periodicals & Magazines	N 220,000	N 250,000	N 350,000	Books, Per-
Library books	N 150,000	N 200,000	N 300,000	iodicals &
Library Equipment	N 10,000	N 12,000	Magazines
ANAI Project	N 50,000	N 60,000	N 965,600
TOTAL	N430,000	N522,000	N650,000	N 965,600

*** As at May, 1993

Source: ASCON's Accounts Department

Looking at these figures, there is the tendency to think that in the period 1990-93, the funds being allocated to library have been jumping up. However, in actual fact, the increase which between 1990-1993 rose more than 100%, is not what it seems. In fact, increasingly, the library has been buying less and less with more money. This is due to the devaluation of the national currency, naira (N) to the tune of about 100%.

3.5 LIBRARY STAFF

The quality of any library's personnel is the most important factor in the effective and efficient management of that library as an important information centre. In addition, the human beings in any organisation are the most important resource in the management process. Without them, nothing can be done.

The Library in ASCON also has qualified and experienced staff. It has a total of twenty-nine staff as at May, 1993. Of this number, five belong to the top management;

another six belong to the middle level grade, while the remaining eighteen are junior staff - mainly clerks, typists, messengers and library workers of the assistant cadre.

Out of the ten officers belonging to the top and middle levels, five are university graduates. one officer out of the five holds a Master's degree; two others are presently attending MA/MSc degree courses in Information and Library Studies in the UK. In conjunction with the authorities of the College and foreign donor agencies, the Library sends staff to many different training programmes both in Nigeria and abroad. Already, two senior staff members of the Library have already attended courses on library automation and computerisation.

The Library emphasises training because it believes that staff training is an activity which is carried out to enable the staff to perform their jobs competently and staff development helps the staff to improve their knowledge, skill and awareness of new trends in library service and management (4).

3.6 LIBRARY USERS

The Library serves the following categories of people:

1. ASCON teaching staff who are spread over three faculties and fourteen departments.
2. ASCON participants.
3. Non-teaching staff of ASCON.
4. Foreign and local visitors who come to the College to attend conferences, workshops, seminars, etc.

Each year, the Library serves no less than seven thousand users.

3.7 THE LIBRARY'S COLLECTIONS

Collections in special libraries vary from one library to the other. In the case of the ASCON library, the subjects coverage which is both intensive and extensive, reflect the specific needs of the special users of the Library, i.e., public sector managers in Nigeria. The collections include all basic, frequently used and potentially useful materials in the areas of general management, economy and finance, public enterprises, public administration, local government, public policy, security, development, women and other related materials and collections.

In general, the collection consists of printed materials such as books, periodicals (journals), indexes, abstracts, bibliographies, pamphlets, reports, research works, newspapers, magazines, patent reference works and maps. The non-printed materials include micro-films.

For ease of reference, the collections have been grouped into nine categories namely: special collection, Government documents, text books, reference collection, bibliographical collection, periodical, audio-visual (non-book) collections, pamphlets and clippings, reserve (short loans) collection and long loan collections. Detailed analysis of these various collections are as follows:

1. Special Collection (Government Documents)

As the title suggests, this is a special collection which is housed in a well secured area of the library. This collection includes gazettes, official reports, research

papers, conferences and seminar papers, statistical reports, technical reports, etc.

Access to the collection is available through request within the Library and through inter-library loan system. The collection is selected on the basis of faculty and departmental requests, general interests and in support of the College's curriculum. Particular attention is given to government (Federal, State and Local) publications which are of high contemporary value. There is a total of 10,000 of such documents.

2. General (Open-access/Textbooks) Collection

The library stocks no less than 24,156 titles which are in broad subject areas of core management. This collection is in English. In the acquisition of books, priority is given to those materials which specifically support the teaching curriculum of the College.

3. Professional Collection

The Library also holds professional materials for faculty members and participants in the areas of accountancy, maintenance, security, supplies, information systems, etc. The total figure for this type of collection is 1,500.

4. Research Collection

The Library comprehensively collects research materials, e.g., dissertations by our long duration course participants, individual development projects by short duration course participants, research works by faculty staff (e.g., PhD, Master's and Bachelor Degree theses,

solicited and unsolicited individual researches). Other research materials outside the College could be got through inter-library loans. As at May, 1993, there are ,5000 research materials in the Library's holding.

5. Reference Collection

The Library's reference collection consists of standard reference titles like encyclopaedias, year books, dictionaries, handbooks, indexes and abstracts, almanacs, bibliographies, directories, guides, maps, statistical reports, compilations and other miscellaneous collections. These materials provide quick access to factual information in almost all subject areas. These materials can only be used within the Library. In all, there are 4,000 titles under this special collection.

6. Recreational and Fictional Collections

The Library also has a limited number of recreational and fictional materials, - 1,000 titles - e.g, novels, books of poems, books on sports, religion, psychology, faith, philosophy, etc. These are meant to divert temporarily, participants' attention from the sometimes boring and tedious management training and developments they are undertaking, and to relax them

7. Periodical collection

This set contains a wide variety of titles (approximately 540 journal and 20 magazine titles). They are being subscribed to in order to meet the specific and general needs of the ASCON academic community. Their coverage is both national and international. For ease of reference,

the titles are arranged alphabetically (A-Z). Some of the reasons for subscribing to the titles include:

- i to supplement the book collection especially as it relates to the teaching curriculum;
- ii to provide information not yet available as books but yet topical and current;
- iii to keep the Library's collection up-to-date with current thinking in the various areas of management;
- iv to serve the staff as book selection aids and with professional reading;
- v to support the faculty vis-a-vis new courses being designed and offered.

8. Reserve (Short-Loan) Collection

Prytherch said reserve collections are materials which are in greater demand because they are placed on reading lists and are therefore set on one side of the Library for very short limited periods or for an academic term and then only for use on the premises or taking out of the Library for overnight use (5).

ASCON Library reserve collection consists of books recommended by lecturers and facilitators to participants and of which the Library has limited number of copies but in great use. So far, 3,000 titles are on reserve.

These books can only be on loan for twelve hours per day (8 a.m. to 8 p.m.). The collection includes textbooks, dissertations and government publications.

9. Newspapers Collection

The Library's newspapers collection contains over 15 current domestic titles which are meant for the awareness of the entire ASCON community. The current domestic newspaper titles in the collection are selected on the basis of their standing as representatives of provincial, regional, state, federal or of a significant special interest.

Active clipping files are presently being maintained and are organised along subject lines. Essentially, the newspapers provide current information on both local and international developments.

3.8 LIBRARY SERVICES

The Library provides many services in support of the teaching and learning programmes of the College. These include: User Education (i.e., instructions on the use of the Library), Reference and Information Service (literature searching), photocopying service, compilation of bibliographies, Selective Dissemination of Information (S.D.I.), Lending Service, Subject Enquiries, Short Courses and Workshops, Inter-Library Loans, and special service.

A brief outline of these services is given below:

1. Reference and Information Service

The Library also provides basic reference and information service to its specific users: participants, faculty staff and the non-teaching staff. ASCON Library offers two ranges of reference and information service: long-range and short-range. The two sets of service provide adequate

answers to users' enquiries and assist them in finding information on the various subject areas. Moreover, the service covers in depth bibliographical searches, directing the library users to information sources, etc.

It should be noted that materials being consulted and used under this service are not lent out but are always available in the building so that users can come to make enquiries on them in order to get the information they need. In addition, comfortable study facilities are provided for the use of the users of this service.

2. Photocopying Service

In order to make materials in the Library more available to a wider number of people who may want to have their own permanent copies of parts, pages and sections of books, journals, magazines, etc., the Library operates an efficient photocopying service which is open to all categories of users.

The service has been assisting in reducing incidents of pilfering of library materials, especially those that cannot be borrowed out of the Library. The service is the cheapest in the whole of Badagry township.

3. Lending Services

The borrowing of books out of the library for home use is the most widely used of all the library services (6). It is for this reason that Brown says organising and administering a lending library service is an important element in the work of any library as it is on the performance of this function that the library will be judged as to its success as a whole (7).

In the ASCON library, 90% of its collections can be borrowed out. However, reference books can only be used within the library premises. Unless with special permission or an overnight loan (7 p.m. to 8 a.m) reference books are not allowed out of the library.

In general, books on long loan are issued to lenders for a period of one month. The lending capacities for the different categories of users are as follows:

	Number of lending tickets issued
i Participants on long duration courses (between 6-9 months)	6 tickets
ii Participants on short duration courses (anything from 4-8 weeks)	4 tickets
iii Academic or Faculty staff	6 tickets
iv Non-academic staff from Salary Grade Levels 12 and above	4 tickets
v Non-academic staff from Salary Grade Levels 8-10	2 cards

So therefore the number of tickets a user is entitled to determines the number of books he/she can borrow from the Library. Non-registered users with the permission of the Library's authorities can make use of the Library for reference only.

4. User Education

The Library also offers users' education which enables users to master the techniques of using the Library. This service has two aims. Firstly, to stimulate the library

users for effective utilisation of the library resources. Secondly, to create awareness in the users, especially the participants, to the different types of materials and services available.

To this end, regular tours of the library facilities are organised for participants during the first week of their respective courses. In addition to this, instruction manuals on the use of the catalogue, general bibliographies, indexing and abstracting, publications, etc., are provided.

Essentially, user education enables the Library users to know how and where to find information on books, periodicals, reference materials, government publications and other services rendered by the Library. It also provides formal and informal contacts between the users and the library staff.

5. Inter-Library Loans/Exchange Service

No library in the world is self-sufficient in everything. Every library has to borrow and exchange materials with sister libraries. In this connection, systematic use of exchange and inter-library loan programmes are very important in library collections development.

The ASCON Library also participates with some other libraries on exchange and inter-library programme. Books and other materials needed to satisfy ASCON Library users which are not available locally, are requested for through the inter-library loan programme from other libraries such as those of the Centre for Management Development (CMD), University of Lagos, National Library, Presidency, etc.

6. Bibliographies Compilation, Indexing and Abstracting Service

The Library provides this service in the different subject areas to assist the teaching staff and participants on the various programmes to access available materials needed.

7. Training Consultancy Service

ASCON Library is also engaged in training. It organises short courses, workshops, conferences, etc., for government printers and librarians. For instance, it is the focal point for the African Network on Administrative Information (ANAI). Also, some libraries and library schools send on regular basis staff/students to Badagry for practical attachment.

3.9 OPENING HOURS

ASCON Library is opened for 12 hours per day. During the summer break, it opens for 8½ hours per day. At weekends, i.e., on Saturdays, it is open for just 5 hours.

Opening Hours

Monday-Friday	8.00 a.m. - 8.00 p.m.
Saturday	8.00 a.m. - 1.00 p.m.

Summer Break

Monday-Friday	8.00 a.m. - 4.30 p.m.
Saturday	CLOSED

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CHAPTER 4

ANALYSIS OF THE CURRENT SYSTEM IN THE LIBRARY

4.1 INTRODUCTION

In the last chapter, we had an overview of the library as a whole. In this chapter, we shall analyse critically in detail the existing methods and procedures in the management of the library. As stated in Chapter III, since the library was established in 1977, it has been using the manual system for its operations. The data for this analysis were got from many sources. In the first place, interviews were conducted with the six heads of sections and their staff. They were asked to describe how the manual system operated in their respective sections. In addition, they were encouraged to identify, if any, problems they were experiencing (1). Secondly, the researcher, who has been a member of staff since 1983, observed as a participant observer the use of the manual system in all the six sections. Thirdly, academic staff of the college and course participants were also interviewed. In addition, studies already carried out by professional librarians working in the library on the various aspects of the library provided important information (2), (3), (4), (5). Below, we analyse the library section by section.

4.2 ORDERS AND ACQUISITIONS SECTION

4.2.1 Orders and Acquisitions Process

4.2.1.1 Selection of Suitable Titles

The primary responsibility of selecting titles for the library lies with the College Librarian in conjunction with the Head of Orders and Acquisitions Section. To carry out this responsibility, the College Librarian checks the publishers' catalogues and other sources so as to select titles. These catalogues are received regularly from vendors both in Nigeria and overseas. These vendors include, among others, Blackwells Ltd., Oxford University Press, Florida Bookshop, Abiola Bookshop, CSS Bookshop, Spectrum Books Ltd., University of Lagos Bookshop, Ibadan University Press Ltd., etc.

In order to supplement the selection of titles by the two library staff mentioned above, the teaching staff are mandated to make recommendations to the library. So, regularly the College Librarian sends the publishers' catalogues to them for that purpose. What the teachers do is to go through the catalogues and then tick appropriate titles relevant to their disciplines, and more especially, their areas of specialisation. At other times, they ask their participants to present to the library reading lists the facilitators had prepared. This occurs when participants cannot locate recommended books in the library. Also, the teaching staff themselves could present their departmental lists of required books. All these recommendations and requests come in regularly. In most cases, the library receives up to thirty (30) requests every month; from all the three (3) faculties - containing altogether fourteen (14) departments with a total of sixty-two (62) teaching staff.

After the College Librarian, the Head of Section and the teaching staff have ticked the relevant titles, the sectional head and his staff then write out in longhand the bibliographical details of the titles chosen in to the standard blue 'suggestion form' (13 cm x 8 cm in size).

One form each is used for one title. The details that would appear in the form are:

1. author (i.e., name)
2. title
3. International Standard Book Number (i.e., ISSN)
4. publisher
5. date of publication
6. number of copies required
7. cost or price
8. source of information
9. name of the person suggesting the title.

After filling these details, they are transferred on to the 'Order Slip'. With an average of 30 requests every month coming from sixty-two teaching staff - and not counting selections by the College Librarian and the Head of Orders and Acquisition Section - it is clear that a lot of work is involved. During the interview conducted with the staff, they complained about the routine, boring and repetitive nature of the job. All this has led to many mistakes. The researcher observed that when at times teaching staff were asked to fill in the suggestion forms, they make many mistakes which are corrected by the staff in the section. In the process of correcting mistakes on the forms, many of them are defaced and so become untidy which is not good for proper record-keeping. Also, when some forms are not properly filled in, they are destroyed and refilled.

4.2.1.2 Checking Activities

i. Bibliographical checking:

Here, all the completed suggestion forms are sent to the head of section who checks one by one whether the forms contain the correct bibliographic details. He performs this task by cross-checking the details

against bibliographic tools like Books in Print, British National Bibliography, Publishers' Catalogues, etc. In short, it is his duty to ensure that full descriptive details of suggested titles have been recorded on the suggestion forms. For one man to go through all the forms, checking and rechecking is a cumbersome, tiring and time-consuming work. Even though this process has inherent problems associated with it, one cannot argue for it to be abolished since it is presently being used to standardise requests coming from staff, who in most cases, do not state the necessary bibliographical details which would have speeded up order and acquisition process.

ii. Checking against the Orders Catalogue

After the bibliographic details have been checked, the suggestion forms are then arranged alphabetically - using the authors' surnames or titles for journals. Further checking is also done against the 'ORDERS FILE' cards to verify whether suggested titles are ON ORDER, IN PROCESS, or CANCELLED. Where one of the suggested titles is located in the Order File, '%' is written against that title. What this means is that the title is on order. But if the title is ticked against order cards reading RECEIVED or IN, it would be written against the suggested title. It means the title which had been ordered before had been received. Again, where the order card bears the mark 'OUT OF PRINT, ORDER CANCELLED', it means suggested title which correspond with the card cannot be ordered for the reasons stated and the marks are written against the suggested titles on the list.

So, after checking suggested forms against the file, all the forms are then tied together with rubber bands

and 'Orders' is then written on top of the first page of the recommendation form or list. The reason for doing this is to show that suggested titles have been checked against Order Catalogue. From this analysis, it could be seen that it is a long process. There have been instances where the completed suggestion forms got lost in the process of checking against the order cards and the cards themselves are sometimes misfiled.

iii Checking Against the Library Dictionary Catalogue

The next step from the process described above is that the alphabetically arranged recommended title forms are then taken to the Reference/Circulation Section where the Dictionary Catalogue is located. The checking, which is done by the two library assistants, matches the suggested titles against the catalogue which is arranged alphabetically under author and title headings. The purpose of the checking is to see whether some of the suggested titles are in stock and if so how many copies are available and which edition. After this check, 'Dict. Cat.' is written on top of the page of the recommendation form or list. Having checked in both the orders file and Dictionary Catalogue, the recommended list is passed on to the Chief Librarian for cross-checking.

4.2.1.3 Typing of Order Cards

After the College Librarian must have gone through the recommended suggestion forms - to verify the selection and bibliographic details - he then gives approval. The forms are sent back to the head of the section who then sends them to the chief typist for typing of order cards - for

each approved title. When the forms get to the chief typist, she either types them on the order cards herself or assigns the work to the two other junior typists working under her. The section has no typist of its own. In the whole library, there are only three typists who are in a pool which is directly under the Office of the College Librarian. This means that the typists get work from all the sections and no work from any section is more important than that of the other. So the principle of first-come, first-serve operates. Because of this arrangement, on many occasions approved suggestion forms wait for days before their cards are typed. This slows down or even cripples the work of the section.

In typing the cards, the author's surname is typed first in capital letters which are separated from the other names by a comma. In addition, the typist has to ensure that the first letter of the first words and name(s) of the author(s), places and institutions are typed in capital letters. So therefore, the typist must ensure she types carefully and correctly all the bibliographic details we have mentioned above in each of the order cards. The typist does this so as to correct any mistakes that may arise in the process of typing. This is a form of control which is not part of the librarianship work of the section but just to ensure the professionalism of the typists in the typing pool.

From this discussion, it would be seen that the processing of order cards through typing, a lot of patience, carefulness and thoroughness are needed. But in a situation where three typists are every time under pressure and typing all kinds of things, mistakes on the cards are made regularly and this create all kinds of problems for the section.

Order letters to suppliers are typed in quadruplicate. One carbon copy is filled in the file for 'Duplicate for letters sent out'. Details of the order numbers, date and supplier are also typed into the order cards by the typist.

The typed order cards and order letters are then passed to the head of Orders/Acquisition section for re-checking after which they are finally sent to the College Librarian to sign. The reason why the two sets of documents are sent to both Orders/Acquisition Librarian and the College Librarian is to cross-check details on the order cards against order letters to the suppliers.

The typed orders (i.e., order cards and order letters) are then passed to Acquisition Librarian for rechecking after which they are finally sent to the College Librarian to sign. After signing, he then gives instructions for the despatch of the letters. At this stage the order cards are returned to the Orders and Acquisitions Section for filing.

4.2.1.4 Filing of Order Cards

It is the duty of the Library Assistants to file the cards and this they must do in strict alphabetical order of the authors' surnames in the 'Orders Catalogue File'. However, where a title has no author, it is filed under the first letter of the title in the same file. Here, also, the filing process has become boring and routine. Because of this situation, many cases of misfiling and missing cards have been reported and queries and answers have been exchanged up and down. Right now, the section is being congested with the cabinets and containers holding these numerous cards. This congestion is presently hampering the work of the section and to solve this problem, a weeding policy on accumulated order cards should be developed. Because, since the Library was established in 1977, no

weeding of order cards has been carried out; therefore, in order to create space for documentation on incoming titles, all order cards from 1977 to 1988 should be weeded out. The remaining cards for the period 1989 to date should still be kept for another two years. Subsequently, used order cards should be weeded out every five years.

4.2.1.5 Arrival and Receipt of New Books

When the book boxes arrive at the library from the publishers or donor agencies, the head of section receives them, opens them and removes all the delivery invoices accompanying the books from the suppliers.

A thorough check is carried out by cross-checking each book against the titles listed in the delivery invoices which are, in turn, checked against the order cards - a process which involves going forward and back in the various Order Catalogue files. As this checking is going on, the cost of the books are copied from the invoices on to the Order Cards. The reason being to keep records of the cost of all books purchased by the Library since all book invoices are not retained by the Library. Rather, they are sent to the Accounts Department of the College, where payment is effected. Secondly, it is through this recording of prices that the Library would be able to tally the total amount that is spent on books each year; and also serves as a guide for preparing budget for the incoming year. Even though this procedure serves an important function, it is nevertheless a hinderance in the work of the section. One way of overcoming this problem is to photocopy invoices and file them in files kept in the section for future use. Where a book is checked against the card, 'RECEIVED' is stamped on the card. In case there is any change in the cost, title or author's name, this is quickly corrected on the cards and this also involves searching through all the

Order Cards. This is time and energy-consuming, labour intensive and boring at times.

In order to effect payment, original invoices are sent to the College Librarian to certify and approve. He, in turn, forwards the invoices to the Accounts Department of the College for payment to the suppliers.

4.2.1.6 Accessioning and Stamping of Books

In order to accession the new titles, all books with the same titles and authors are put together and those which have many volumes or parts are arranged together according to their numbers. The stamping machine is then set to stamp accessioning numbers to each book. Meanwhile, there is an 'ACCESSIONING REGISTER' in which a number stamped on a book is stamped against its name in the register. The book is stamped inside the front cover, at the back of the title page and the last page of the last plain sheet of the book.

After stamping, other important facts about each book are written out in the Accession Register under the following columns:

- i date (i.e., the date of accessioning);
- ii accession number;
- iii author;
- iv title;
- v publisher;
- vi date of publication (or copyright date);
- vii class mark (this is filled in after the book has been classified;
- viii source (i.e., the supplier of the book where it was ordered or the donor where it was presented as a gift or came in through exchange programme);

- ix price (which is got from the invoice);
- x remark (or any other comment on the book).

It would be seen from the above that the bibliographical details which are entered in the accession register are similar to those entered into the Order Catalogue and this leads to duplication of efforts and procedure. For the section to be more efficient and fast in its work, the two procedures would have to be integrated. One way of doing this is to design a new form which would provide for the bibliographical details needed for the two stages. This means therefore that on the completion of the filling of bibliographical details relating to orders in the said form, a copy should be retained and filed in the Orders file, while the duplicate copy of the form should be used for the entering of other details relating to accessioning of books - the columns for which have been provided for by the 'combined' form.

After filling these details in the register, a book pocket and card are then prepared for each book except encyclopaedias, dictionaries, directories, atlases and other reference books. The book card is then written for each book. The card is also at this time stamped with the book's accession number and placed in the already glued book pocket. All books done like this are then sent to the cataloguing section for further processing.

4.2.1.7 Recording of Classmarks in the Accession Register

In the Cataloguing Section, the books are classified and catalogued. Catalogue slips are prepared for each book and they bear the classmarks. At the end of this process, the slips are returned to the Orders and Acquisitions Section so that classmarks can be entered into the accession register. This is done so as to complete details on the

book(s) in the said register. This stage is also a bit clumsy and slows down work. Rather, the new suggested 'combined' form should be forwarded with accessioned books to the Cataloguing section where the class marks can be filled in. The completed forms should then be returned to Orders and Acquisitions section for filing.

4.3 Cataloguing Section

4.3.1 Cataloguing Process

Due to the importance of the work of this section, there is a strict division of work. The professional staff are charged with the responsibility of carrying out professional duties; mainly cataloguing and classification of books. On the other hand, the non-professional staff - the Library Assistants - carry out clerical work for instance duplicating cards, putting labels on the spines of books, etc. This division is so in order to maintain a set of standards.

4.3.2 Receiving in Books

After the Orders and Acquisition Section has finished with work on new books, they are sent to the Cataloguing Section for further processing. Here, the books are first formally received by counting them to ensure that the number of books stated in the covering letter accompanying the books is correct. The next activity is the entering of the details of the book in the Register which assists in keeping monthly statistics. Thereafter, the books are arranged alphabetically on the shelves waiting for processing to be carried out on them.

4.3.3 Checking of New Books with the Catalogue

All incoming books are checked against the Dictionary Catalogue in the section to find out if the books are already available in the library. Where any title is already entered in the catalogue, and it is further confirmed by the checkers, (i.e., the two Library Assistants), to be of the same edition, all the catalogue cards (i.e., author, title, subject, classified catalogue and added entries relating to those titles) are withdrawn from both the Dictionary Catalogue and Classified Catalogue situated on the same floor as the Reference and Circulation Section and from that of the Cataloguing Section. The reason for this is to avoid raising entirely new entries for books already in hold in the library but whose copies or new editions are just coming in. Thus, duplication of entries on card catalogues are avoided. This of course eliminates the wasting of valuable resources. From the discussion above, it could be seen that the process involved in checking and searching is a time-consuming rather slow and repetitive. Also because of the continuous flipping forward and backward of the cards, the majority of them are now dirty, torn and information on them is fading and thus making it difficult to read them properly.

The books and the cards withdrawn are passed to the chief cataloguer/classifier, i.e., the Sectional head, who ensures that all the correct cards are withdrawn. Thereafter, the cards are then passed to the typist in the typing pool to type only the new accession numbers for the additional copies on those withdrawn cards.

The process of also pulling out cards from the cabinets when there is a new addition/edition is tiring, laborious and slow because staff involved move from one place to another.

4.3.4 Checking New Books with Cataloguing in Publication Data (CIPD)

New books are checked to separate books with Cataloguing in Publication Data (CIPD) from those without. Thereafter, the details of those new books with CIPD are copied out on the work sheets leaving out the author's mark. At the end of checking and compilation of details of the new book with CIPD, the worksheets are sent to the chief catalogue/classifier for selection for added entries and the author mark to be added on them. The major problem is that a lot of paperwork is involved and this involves money; to buy files and cabinets to file papers.

Obviously, this procedure is long, complicated and complex. And therefore needs to be shortened in order not only to make record-keeping more tidier. To this end, rather than using the worksheet to extract details which will go on to the Catalogue cards, it would be better to copy straight the details for books with CIPD directly onto the Catalogue cards. Thus, the use of worksheet becomes redundant. In essence therefore, saving shall be made in terms of space (i.e., filing worksheets in files and cabinets), money and time presently being spent on transferring bibliographical details up and down sheets manually.

4.3.5 Books without CIPD

For books without CIPD, preliminary cataloguing and classification are done manually by both the Chief Cataloguer/Classifier and the Higher Library Officer on the worksheets using the information from the title page of the books. In cataloguing and classifying the following tools are used:

- 1 Anglo-American Cataloguing Rules II, AACR2;

- 2 Library of Congress Classification Scheme;
- 3 Library of Congress List of Subject Headings.

In the Cataloguing and Classification process, new class marks and subject headings assigned on the worksheets are cross-checked with the entries in the subject Authority file and the Classified Catalogue to make sure that there is consistency in the cataloguing and classification activities.

New subject headings are created for titles which have no subject entries in the Authority file. The subject Authority file enables the Cataloguer/Classifier to put together related titles under similar subject headings and also provides uniformity in cataloguing. Moreover, the new subject headings are filed in the Subject Authority file which is kept in the Cataloguing Section. The whole process is long and there are attendant problems. While filing subject headings in the file a lot of misfilings have been done and in order to maintain proper record in this circumstance, new headings are quickly raised while the old ones are still lodged in some files. The effect of this is the duplication of documents all over the place. To eliminate the duplication of subject headings, therefore, the Chief Cataloguer should insist that under no circumstances should new temporary subject headings be raised for existing headings which have been misfiled. Any staff who goes against such a standing order should be seriously dealt with. Whereas with automation of the process, this cannot occur. Another problem relates to the filing of the Subject Authority files. They are stacked in trays which are now completely filled up. With constant use, the Subject Authority files are wearing and tearing out at the edges and because of their exposure to dust, the subject authority cards are changing from their original white colour to brown - they are dirty and unattractive.

4.3.6 Typing Activity

At the completion of the cataloguing and classification work, the worksheets are sent to the Chief Typist in the typing pool, who types in the cataloguing and classification details of the books on to the 'cataloguing stencils'. After the typing, the stencils are sent to the cataloguers to verify what has been typed to ensure that the typist keeps strictly with the AACR2 rule guiding the indentation, capitalisation and punctuation marks. But more often than not, there are many mistakes which are corrected by typing over and over again. This takes time, money and energy which should have been spent on the provision of new services. It also means that the cataloguer checks correctness of spellings - of the author's name, the subject title, accession number, classmark and the imprint - as compared to what has been written on the worksheet in longhand. With the verification of the typed stencils done, they are then rolled out on to the catalogue cards. For each worksheet, an average of four cards plus the number of added entries are produced on 13 cm x 8 cm white catalogue cards. To end this long process, the Higher Library Officer checks the final production before sorting them out for filing. There is no doubt that the whole process is cumbersome.

4.3.7 Labelling and Lettering Activities

Due date labels pasted on to the first blank pages in the books are produced manually. Also, book pockets are produced and pasted on the inside cover of the books at about one and a half centimetres from the edge. On the other hand, letterings to be pasted on the spine of the books are typed neatly and pasted two centimetres from the bottom end of the book - with the help of selim labeller. Thereafter, the labelled books are correctly checked to

ensure that no mistakes have been made. All the abovementioned activities are time and money consuming and unnecessary were the section to be computerised.

4.3.8 Filing Activities

After the catalogue cards have been scrutinised by the cataloguer/classifier, they are passed on to the Library Assistants for filing in both the Dictionary and Classified Catalogues placed in the Reference and Circulation floor. Again, like before, many mistakes are made in filing the cards and therefore when users need to get through the cards to the books in the library, they are unnecessarily delayed; shouting, criticisms and anger result. The cabinets are already filled up and they in turn are occupying a lot of spaces.

A critical look at the statistics of what the section has been able to do in the last three years, 1990-1993 (see below) gives a clear picture of the volume of work done.

Even though every Cataloguer is expected to catalogue 20 books per day, from the table below it would be seen that the ASCON Cataloguer could not be cataloguing up to that number. Going through the figures for the four years under review, i.e., January, 1990 - March, 1993. It would be seen that even at the peak periods, i.e., January-March, and 1990, and January-March, 1992, on the average the Cataloguer/Classifier must have catalogued and classified on average 7 and 8 books, respectively, although the number of books being catalogued/classified every day is very low, yet there is clear evidence that there is accumulated backlog of titles to be catalogued and classified. For instance, in the period January-March, 1992, 209 books were preliminarily catalogued, yet in the same period, 330 titles were later originally catalogued and classified,

which shows a difference of 121 titles more than the preliminarily catalogued books. On the other hand, 25 book titles with CIPD were processed (i.e., catalogued and classified). If one were to add the originally catalogued/classified and the CIPD catalogued/classified titles, the total number of books catalogued/classified for the period would be 355 titles. Yet the number of volumes ready for circulation stood at 497, a clear difference of 142 titles. This difference can only be accounted for by the fact that a backlog of books that should have been processed had not been done. This occurrence is not limited to that period alone; a similar development is also evident in the first quarter of 1990. Indeed, this lopsidedness runs through the period under review. This development revealed the slow rate of activities in the section. But what could be the factors responsible for this? One obvious problem is lack of experienced professional staff. Earlier on, we saw that only one professional staff who incidentally is not only the Head of Section but the only Cataloguer available, and he does all the cataloguing and classification activities alone. In addition to these duties, he also carries out some other administrative work within the Library.

**TABLE 4-1: SHOWING THE VOLUME OF WORK IN THE CATALOGUING
SECTION,
1990-1993**

PRELIMINARY CATALOGUE		CLASSIFICATION & CATALOGUING				VOLUMES READY FOR CIRCULATION	
		ORIGINAL CIPD					
TITLE	VOLUME	TITLE	VOLUME	TITLE	VOLUME		
1990							
JAN-MAR	12	12	7	7	18	16	455
APR-JUN	16	13	21	21	15	15	101
JUL-SEPT	17	20	2	2	4	4	177
OCT-DEC	22	24	3	3	5	6	176
1991							
JAN-MAR	5	5	22	22	18	18	67
APR-JUN	16	15	16	16	22	22	44
JUL-SEPT	14	14	-	-	14	14	37
OCT-DEC	21	21	6	6	6	6	63
1992							
JAN-MAR	209	90	330	137	25	4	497
APR-JUN	63	37	270	260	-	-	193
JUL- SEPT	10	10	55	90			160
OCT-DEC	71	38	201	236	30	9	131
1993							
JAN-MAR	6	6	16	16	3	2	131

4.4 DOCUMENTS SECTIONA

4.4.1 Acquisition Process

Government publications which are also generally referred to as 'Documents' are very difficult to acquire as compared to books and serials in general. The process of acquisition involves paying regular visits to the government printers and presses for whatever publications that are available. The head of section and the Senior Library Officer pay no

less than three visits to the presses a month. These visits are more especially in January and February of every year - the period when governments publish their budget estimates and important policies.

Another source of acquiring these publications is the Federal/State Ministry of Information which is primarily responsible for the publication of all printed materials emanating from governments. Even though the Ministry plays an important role in the distribution of these materials, the bureaucracy therein also does not allow for easy acquisition. Perhaps the greatest problem facing this section when it comes to acquisition, according to the head of the section:

"is the lack of co-ordinated lists of all government publications. It is therefore very difficult to know what has been published at any particular time".

According to the Senior Library Officer, yet another major problem is that government materials get out of print on time. Normally, publishing organisations usually request for specific number of materials being published which are in turn sold to regular clients. Every other material for distribution to government agencies is sent to the Ministry of Information. Because of this, it is very difficult to acquire the materials through the printing presses and reprint is not usually possible for out of stock government publications.

On the other hand, there are some government publications which are easy to get in that they are sent directly to the library as soon as they are published. This has been made possible due to the directive given by then Secretary to the Government of the Federal Republic of Nigeria in 1984 that all ministries and parastatals should send at least a copy

of all their publications to the Administrative Staff College of Nigeria's library in Badagry.

4.4.2 Checking in (Processing)

The processing of government publications is not different from that for serials or monographs described above in the other section of this chapter. When these publications arrive, they are stamped with the library's ownership stamp and then registered in a Register meant for that purpose. After this, an index card is issued for each publication received and the purpose is to take down the bibliographical details of the publications such as: the author; title; imprint; ISSN; ISBN; source; price; collation; series; call number; accession number; tracings; abstract; notes, etc. The preparation and insertion of the call number and tracings which are done by the Senior Library Officer, are just the same as the procedures involved in normal classification. The classification scheme in use presently has been developed locally in ASCON based on that developed by the National Library of Nigeria.

This modified scheme has three sections and one appendix. Section I is the Primary Notations and contains notations for the various periods in the history of Nigeria. In addition, it also contains notations for all the states in the country at various periods in the country's history (there are now twenty-two states in the country). Section II is the secondary notation and it has segments for the three arms of government: the executive; legislature and judiciary. Also available are facilities for classifying materials emanating from ministries and other government agencies.

Section III is the Tertiary notation and it is on the whole divided into General Form and Subject Divisions. Further divisions are also made according to the nature of the

Gazettes, Estimates, Speeches and addresses, Laws, Ordinances, Acts, etc.

The Appendix is simply a section containing the explanatory notes on the scheme being applied for the classification. Tracings on the other hand are the subject headings and they are located in the CAFRAD thesaurus which has been adopted for use in ASCON Library.

All these government publications are shelved using the class numbers that have been given to each publication. The retrieval of these publications is also through these numbers. Moreover, just like for the serials, there is an index scheme for all the publications and this is an important retrieval tool for users. The index is constantly being revised.

Since the processing in this section follow those of Orders and Acquisitions and Serial Sections, the problems are almost the same: e.g., so many cards are raised for the publications so much that the catalogue cabinets are presently congested and filled up and yet every year, more and more documents come in. Secondly, retrieval is very difficult because one has to go through so many cards before getting particular cards carrying information on the needed titles.

An easy solution to this congestion problem caused by progressive accumulation of documents would be to embark on a systematic and progressive weeding out of catalogue cards which ultimately means getting rid of government publications. However, the implication of carrying out the above weeding process could entail the loss of valuable government documents which in the past have been regarded as of immense value to both researchers and other experienced users. This is more so since these documents become rare sources of valuable knowledge and information in the library collections as they become much older. Also, one must not forget that earlier on, it was shown that the acquisition of

these documents as new publications has always proved very difficult and this being so, would make the weeding out of catalogue cards look extremely counter-productive and could rob future users of may be their only source of old, valuable information.

One way of resolving this problem would be to reduce documents systematically and continuously into microfilms. There is no doubt, this will require an input of capital investment which can be met by some forms of funding from donor agencies such as Overseas Development Agency, United States Information Service. Alternatively, the cataloguing of the documents could be automated.

4.5 SERIALS SECTION

4.5.1 Acquisition

Serial titles are added to the library's collection in the following ways:

- a. by direct purchase from local bookshops and newsagents, e.g., news magazines like *Time*, *Newsweek*, *Economist*, *West Africa*, *Newswatch*, *Tell*, etc. These titles are supplied by a vendor for a month and presents his bill to the library for settlement.
- b. by purchase directly from the publishers who under arrangements with the library send copies. So far only titles being published in Nigeria, e.g., *Journal of Personnel Management* are got through this way.
- c. through subscription agents who arrange the delivery of journals or annuals and charge their own handling charge for serving as the 'go between' ASCON and the publisher(s).

- d. through gifts or exchange of titles with other libraries and institutions. On the other hand, ASCON sends journals, monographs, occasional papers, conference and seminar papers to sister institutions both in Nigeria and abroad. For example, Ghana Institute of Public Administration.

The decision as to which particular title(s) must be acquired is done systematically. The teaching staff are mandated to suggest or recommend titles which they believe are relevant to the work of the College, their own disciplines and areas of specialisation. Also, the College Librarian in consultation with the head of serial section recommends titles which in his opinion are relevant to the various courses the college is running. Regularly, lists of recommended titles from teaching staff are sent directly to the College Librarian who goes through such titles critically and then approves what is relevant and affordable. This approved list is then sent to the Serial Librarian to work on.

Now this arrangement under which teaching and library staff recommend titles to the library appears too long. Rather than the lists of recommended titles for serials going straight to the College Librarian, who checks each of the recommended titles critically before giving approval, the list(s) should go straight to the Head of the Serials section instead. As the Serials Librarian, he should scrutinise them and give approval. This set-up not only cuts the time it takes to give approval to recommended titles but it frees the College Librarian who is the Chief Executive of the Library from routine and trivial jobs and thus allowing him to concentrate on the more important policy-making and developmental issues relating to the library. Also, the new arrangement would make it possible for better delegated authority to be given to the sectional head. This allows him to acquire good managerial skills and experience.

The first thing the sectional head does on getting the approved list(s) is to check whether:

- i. the title or titles are already on hold in the College; or
- ii the title is on order or not.

In case none of the two options above is the situation, the Serial Librarian fills Order Cards for each of the recommended and approved titles. Each card contains the following bibliographical details:

- i the title
- ii place of publication
- iii publisher
- iv frequency of publication
- v year of first publication
- vi price
- vii number of copies
- viii source of information or recommender
- ix order number and date
- x name of agent

These bibliographical details of specific journals are searched for by using these selection tools:

- i British Book News
- ii Choice
- iii Publishers' Circular
- iv Bowker's Serials Update
- v Ulrich's International Periodicals Directory
- vi Willing Press Guide

The filling of these details on to the cards is done by only one staff, the head of section. This process is obviously slow and time consuming. Where many titles are involved, no matter how careful the staff is since the work is repetitive, at a point diminishing returns normally set in.

At this stage, the work is boring and mistakes are made. It then means that entries are amended on the cards repeatedly. This situation does not augur well for the work of the section. At least no less than two professionally qualified staff should either be deployed from other sections or they be employed newly to assist in the filling of these important details which are important for better record-keeping.

With the bibliographical details filled in, the titles to be ordered are listed out in a formal subscription order form. This, in turn, is sent to the typist to type out neatly. The clean copy is signed by the College Librarian and forwarded to the agents through whom most subscriptions are made. Some of these agents include Swets, Blackwells, Faxon, etc.

Again, just as the experience of the Orders and Acquisitions Section shows, the typing of orders for titles takes time and are prone to mistakes because the three typists carry out so many different work from the various sections. The work that needs to be carried out in the section is so important that repeated mistakes on the part of the typists should not continue in this way. More typists would need to be employed and deployed to each section. At least one typist each need to be in each section. In the alternative, in order to save cost, all professional staff should be trained on how to type, to avoid mistakes by typists who, in most cases, are not too conversant with the professional work of the Librarian.

Meanwhile, on the Order card, the Order reference, which has been quoted on the letter to the agents, is quoted. The name of the agent and the date the order is received are typed on the Order cards. After the despatch of the Orders, the Order cards which have already been arranged alphabetically are filed away in the 'Orders' file. As at May, 1993, there are many files containing these cards and

the files have filled the available cabinets. The cabinets on their own are occupying space.

There have also been periods when some cards cannot be located in the files or the files themselves cannot be found and this is due mainly to wrong filing or not filing them at all. Moreover, because the files are continuously being taken up and down, they get torn, their contents get dirty and defaced. This is not good for proper record keeping. Against this background, more para-professional staff when eventually employed should be the only ones to file the cards in order to guard against misfiling and not the Library Assistants, who are presently doing it. Secondly, files which need to be filed should not be accumulated on tables for long before filing. As files are finished with, they should be filed in the cabinets immediately. In addition, to ensure proper filing system, the sectional head must conduct regular spot checks of cabinets containing cards so as to fish out misfilings.

Moreover, to solve the misfiling problem in the section which leads to cards not been located when needed, there should be reduction in the number of serial cards being given to library assistants to file inside the serial catalogue cabinets.

It must be noted that where a recommended title by a teaching staff or a library official is already in the library or on order, the person concerned is informed immediately.

4.5.2 Checking in (Processing)

On the receipt of the order from ASCON, the agents send both the titles ordered for and itemised invoice covering the titles to the section through the College Librarian. On getting to the section, the parcels are unwrapped by either of the Library Assistants who arranges the newly received

titles in alphabetical manner. Next, the new titles are 'checked into the library system' with the use of index cards, the blue 'Kardex' cards each of which measures about 20 cm x 11½ cm. These cards are arranged in trays each of which contains sixty cards. The trays are fitted into a cabinet. As at May, 1993, the library has four of such cabinets in the section and are occupying considerable space. The checking in process of serials could still be streamlined further for efficient and better services in many ways. For instance, the arrangement of newly-received serials in strictly alphabetical order could be done away with. Rather, on the receipt of new titles, bibliographical details should be entered immediately onto the Kardex cards, which are already arranged alphabetically. This saves time and eliminates unnecessary duplication.

Each new title is therefore checked into the library system by the entry of all important details on the card, e.g., date of receipt, number, month of issue, etc. Thereafter, the library's ownership and date are stamped on the front and back covers of each journal and ready to go to any of these locations: to the storage, shelf, display rack or to the library users - as it may have been indicated on each journal.

The Kardex cards are only prepared for new titles and are meant mainly for knowing new titles coming into the library. They are not accessible to the users and they are placed in the section and not in the display area.

After the accession and the cataloguing on the Kardex cards, the Serial Librarian picks up each journal, reads through it, index and abstract important articles especially those relating to management and public administration. The indexing and abstracting are done on catalogue cards measuring 13 cm x 7½ cm.

The next process after this is the arrangement of these catalogue cards alphabetically after which they are filed Serials Catalogue cabinet in the section.

4.5.3 Settlement of Invoice

The invoices which come with serials are used in settling payments for the agents. The process involved also adds to the problem of the current manual system. Because again, information got on the invoices are transferred into the Kardex cards carefully; using longhand. This takes a lot of time and slows down work. For instance, the following details are entered onto the Kardex cards: the number, date, amount and the name of the agent(s). As to why these seemingly unnecessary details need to be copied in longhand, the sectional head said it is in order to know the total amount being spent at any particular time on serials (i.e., for statistical purposes). But this tedious activity need not be. A simple way out could be that rather than the laborious process, the invoices could simply be photocopied or the duplicate copies could be kept back in the Library and then filed neatly in the Orders file for use in future. Thus, the original invoice could then get to the Accounts Department from where they normally never come back to the Serials section. Thereafter, the invoice(s) are sent to the Serials Librarian by the Library Assistant who has processed them for signature. The head of section in turn passes the signed invoices to the College Librarian who also signs. If there are irregularities, the Serial Librarian calls the attention of the head of the Library, who then takes the necessary action. Once the invoices are approved for payment, they are forwarded to the Accounts Section of the College for payment.

4.5.4 Serials Catalogue

The other important card created for the serials in order to keep up to date and relevant record is the card catalogue, i.e., the Serials Catalogue. Two cards each are raised for each title. On each card, the Library Assistant enters the following details about each journal: title, the year journal was published, the place of publication, publisher, frequency of publication and the library holding. These details are first written in longhand and then typed out on the cards by the Library's and not the section's typist. The section has none. The level of commitment of the typist to the section is not total. In this case then, many mistakes are made which require tearing up of cards and retyping. In all, a lot of time is being wasted and duplication of efforts is common. What could be done in this circumstance, would be to cut short the unnecessary repetitious activity of some staff writing out certain details in long hand, only to be typed out again by typists and then to be checked by officers all over again. Firstly, typewriters could be purchased for professional staff in the section who should type straight away the serials catalogue cards in the final form. This saves time and cost. It also eliminates unnecessary and uncalled for routine, repetitive and trivial work. Secondly, more typists could be employed by the Library and deployed to the section and such new sectional typist would be dedicated and committed to the work of the Serials section.

When users come forward to request for a particular journal, they are given Readers' Inquiry Forms to fill in the details of the journals needed. They are given from the Circulation Desk. On the receipt of this completed form, the Library Assistant in the Serials Section checks out the particulars against the details of the catalogues alphabetically before locating what they are looking for. The process is tasking, time consuming and boring. Participants without patience give up easily; criticising and venting their anger. This is not good enough especially

if we remember that most of our participants are top ranking officers, i.e., Directors-general, directors, assistant directors, Chief, Chief executives of various Federal, State and Ministries, Parastatals and local government councils.

In order to solve this problem, the library developed a dissemination arrangement. Under it, after cataloguing the serials, articles in selected issues of journals received in each month are grouped together into subject areas after which indexes are then assigned to them. Next, the full bibliographical details and abstracts of these articles which are firstly written in longhand are typed out on stencils and many copies rolled out. These are collated together into ASCON LIBRARY BULLETIN OF CURRENT JOURNALS. The main purpose of producing this current awareness service is to inform users of the library of the current information in the various academic fields.

Even with this service, there are problems. Firstly, for a user searching for a particular journal or article, if the latest bulletin is too current for his purpose, then one has to go through as many of the bulletins as possible and this slows down work, takes time and energy.

Secondly, to produce the bulletin, a lot of work and staff are involved in reading up the articles and preparing abstracts, cross-checking these to ensure that they summarise well the articles, typing - where many mistakes are made especially because the typists are not professionals, the critical checking of the typed draft manuscripts, typing again on stencils, verifying the typed stencils, the rolling out of stencils and the collation of the pages into a bulletin. All these cost money and time. In addition, the library has to file them and presently keeping them for reference is creating space problems. Moreover, due to the present economic problem in Nigeria, especially the Structural Adjustment Programme and the lack of skilled manpower, the library is in arrears in the production of the Bulletin which was last produced in 1992.

But if the section had been automated, only the abstracts would have been prepared manually. The other processes would have been done by machines and whoever needs the information would have read them from the computer screen.

From the analysis above, it would be seen that the production and distribution of the ASCON Library Bulletin of Current Journal which was started off to solve a set of problems is presently creating its own set of problems which essentially relate to cost, the generation of more paperwork, the unnecessary prolongation of a simple dissemination activity and duplication of efforts and work. To cut down cost, time, unnecessary work and procedure, in place of the Library Bulletin whose copies are presently being distributed far and wide in the College - and this entails a lot of resources - photocopies of title pages of each journal which contain all there is to know about a journal could be sent to each department in the College and not just to individuals. On the other hand, in each department files should be opened where these photocopies should be filed as they are received regularly from the Library. So therefore, when staff or participants need to search for relevant serial titles, all they need do is to consult such a file. To make things easier, the Library should assist the departments in assigning subject titles to such departmental files being opened for this purpose (see Table 4-2 on p. 90).

4.6 THE PRESS SECTION

4.6.1 Acquisition

The Library has appointed for the past ten years or so a local vendor in Badagry town who supplies two sets of newspapers every day of the week. Daily supply of newspapers is recorded in a register to check what is supplied or not in order to determine the actual amount to pay.

TABLE 4-2: SHOWING THE VOLUME OF ACTIVITIES OF THE SERIALS SECTION, 1990-1993

DATE	NO. JOURNAL PARTS RECEIVED	NO. JOURNAL ARTICLES INDEXED	NO. SERIAL REQUESTS SATISFIED	NO. NEW TITLES ADDED
JAN-MAR 1990	NOT AVAILABLE	NOT AVAILABLE	NOT AVAILABLE	9
APR-JUN 1990	NOT AVAILABLE	223	NOT AVAILABLE	NOT AVAILABLE
JUL-SEP 1990	376	824	51	19
OCT-DEC 1990	312	356	22	40
JAN-MAR 1991	275	443	48	18
APR-JUN 1991	234	161	54	7
JUL-SEP 1991	159	258	34	14
OCT-DEC 1991	157	85	51	3
JAN-MAR 1992	213	260	57	-
APR-JUN 1992	131	183	57	6
JUL-SEP 1992	102	291	73	2
OCT-DEC 1992	97	243	43	3
JAN-MAR 1993	81	196	36	-

Payment for papers supplied is made at the end of each month, when an invoice is received from the vendor.

4.6.2 Display

Every day, except Sunday, one set of newspapers, the reference copies, are displayed on the reading table in the Reference and Circulation Section for readers to read. The proper handling and control of the movement of the newspapers are the responsibilities of the staff behind the Reference and Circulation desk. The newspapers remain on display until new issues arrive to replace them the following day.

The second set of newspapers is sent to the College Librarian, who reads them and marks out important articles or subjects he believes ought to be cut out of the papers and kept in files for future reference by readers. After doing this, he sends the papers to other heads of sections to do the same.

On the second day of the issue of newspapers, the 'College Librarian's set' is sent to the Press Section for processing which starts immediately. Meanwhile, the other set which has been displayed for public reading is retained temporarily by the Reference/Circulation desk till the end of each month when all daily sets for a given month are sent to the Press Section.

4.6.3 Housekeeping Activities

Immediately after receiving the College Librarian's set, the sectional head also goes through the newspapers and marks out relevant and important write-ups especially those which cover issues on management and public administration. Thereafter, the newspapers are sent to the Library Assistant with the instructions to cut out and mount the finally

selected pieces. The mounting is done on thick brown paper. The Library Assistant before mounting, writes out the bibliographical details of the article(s): title; newspaper; day; month and year of publication; page on which the article appears in the newspaper, etc. After this, mounted articles are then sent back to the head of section who will carefully go through the articles again and assign appropriate subject headings. She uses Thesaurus in getting the right headings after which indexing of the articles along topical socio-economic, political, cultural and scientific lines is done on catalogue cards, each measuring 13 x 8 cm in size. Table shows the activities of the section for the period 1990-1993. The mounted articles and index cards are returned to the Library Assistant for filing.

4.6.4 Filing

The Press Section has 3 office cabinets which are used in filing mounted articles in files which are marked alphabetically, A-Z. All the cabinets are filled up and more cabinets are needed and yet there is no more space in the section. There has been high rate of misfilings and this delays services to the users who are always in a hurry because their programmes are loaded with little resting period.

On the other hand, the index card catalogues are filed in the catalogue trays placed in the section. The trays are now filled up which makes the cards dirty, wear out and torn out at the edges because of constant consultation.

4.6.5 Searching

Requests for newspaper clippings are treated through the Reference and Circulation desk where users are given Readers Inquiry Form. The completed forms are sent down to the

section which are then used to check through the catalogues and files to locate what is wanted. The process of course is slow and users requests are not always met on time.

A statistics notebook is kept in the section for recording all requests treated daily. It is also used in monitoring activities being carried out in the section.

The major problem of the section as at May, 1993, is the issue of backlog of newspapers which have not been processed as they should. This problem is due to lack of both professional and non-professional staff to do the work. In view of the situation, the question arises as to the true relevance and value of newspaper cuttings to readers. Are the laborious processes involved all worth the effort, when it is possible to just index all incoming newspapers which could then assist in gaining access to whatever articles that would be needed in future? Firstly, if the newspaper cuttings are abandoned for the system of indexing just the newspapers, new problems would arise. For instance, it then requires readers going through the entire newspaper in order to be able to locate all the articles needed. And, at the same time, another reader may need the same newspaper for a different article. Moreover, in the process of giving out every now and then whole newspapers to readers, this could lead to a situation where the newspapers go missing. Moreover, before long the newspaper would be defaced.

Secondly, the present arrangement under which articles are grouped into subject headings and filed accordingly would have been eliminated. If this is so, then the participants would lose. They would waste a lot of time in searching articles in newspapers and would not be able to compare articles on similar subjects - which is possible under the present arrangement. So therefore, what needs to be done is to improve the present system by increasing the number of staff in the section, which presently stands at two. The table below gives a graphical illustration of the presently high volumes of work. For instance, on average for each

quarter the period under analysis, 1,104 articles were selected for processing. On the other hand, 1046 newspaper articles or clippings are handled every three months. Moreover, an average of 13 articles or clippings are assigned subject headings every day. With one professional staff and one library assistant in the section, it is no wonder then that there is a backlog of work to be done. In spite of all this, it may prove worthwhile to devote considerable resources to this aspect of the Library rather than changing it completely.

Meanwhile, the reference copies being shelved on the shelves are now consuming a lot of space in the section. To solve this problem, the library came up with the policy of weeding out newspapers after three years in the library. Because of this policy therefore, the readers do not have the benefit of consulting newspapers of many years back and this is not too good for research in ASCON. The best solution to this problem is to microfilm the relevant papers.

TABLE 4-3:
THE PRESS SECTIONS' ACTIVITIES, 1990-93

1990	ARTICLES CLIPPED	CLIPPINGS CUT/MOUNTED	CLIPPINGS ASSIGNED HEADINGS	NO. OF NEWSPAPERS PROCESSED
JAN- MAR	1900	1500	1350	267
APR- JUN	1310	960	800	138
JUL- SEP	970	930	890	140
OCT- DEC	280	300	255	80
1991				
JAN- MAR	1870	1600	1155	255
APR- JUN	1200	1100	1250	208
JUL- SEP	750	1150	1200	148
OCT- DEC	530	730	870	123
1992				
JAN- MAR	1400	960	890	214
APR- JUN	1440	1560	1000	230
JUL- SEP	1200	1276	1125	220
OCT- DEC	1020	1129	954	180
1993				
JAN- MAR	480	400	505	96

4.7 REFERENCE AND CIRCULATION SECTION

4.7.1 Library Registration

Membership of the library is open to the following sets of users:

- i all teaching staff;
- ii non-teaching staff;
- iii participants attending courses;
- iv others (subject to the approval of the College Librarian).

According to the laid down rule of the Library, no person can make use of its facilities without first registering as a member. Applicants are given green registration cards (8 cm x 13 cm in size) to fill in. The completed form is then passed on to the head of section for approval. After this authorisation, the cards are filed away in trays placed in the Reference and Circulation cubicle - a small enclosure containing other important things like reserved books. Due to the manual way these cards are being stored, a lot of space is devoted to them.

In case there is a need to refer to a registration card, all the cards have to be flipped through; a time wasting process. Moreover, wrong filing is a major problem in this part of the library. Whereas with computerisation, all these obstacles would not be there. Even though regularly registration cards of participants who have left the College after the completion of their courses are regularly weeded out and transferred to the low storage area, there are still problems. For instance, when information is required on a former registered member of the library, the Library Assistant has to go to the low storage area to retrieve the card. Here she again has to go through so many cards before locating what is needed. This is a sluggish, crude, and time-wasting procedure.

One possible way of eliminating this time-consuming rigmarolling in searching for cards of participants (library users) who have left the College at the completion of their programmes, is to work out a system under which cards of such categories of readers are arranged according to the particular quarter of the year and year they attended courses in ASCON. With automation a lot of information is stored in small diskettes which are extremely easy to store neatly for years.

4.7.2 Issuing of Tickets/Clearance Letters

After approval must have been given to an applicant wanting to become a member, he/she can then be admitted into the library as either a 'Reader' or 'Borrower'. An applicant admitted as a reader is issued with pink colour 'Reader's ticket' which allows such a person to only make use of the library's collections for 'reference only'. On the other hand, a person admitted to the library as a 'Borrower' is issued a green 'Borrower's ticket' which allows such library user to borrow out on loan specified number of books. As at May, 1993, the maximum for a borrower is six.

The number of tickets issued to borrowers varies. For instance, for participants on short duration courses (6 weeks) four (4) borrowers' tickets are issued. For participants on long duration courses, e.g., the Certificate in Public Administration Course - 6 months - and the Postgraduate Diploma in Public Administration Course which runs for 9 months, six (6) borrowers' tickets are issued. Details of lending capacities of all the categories of readers have been discussed in Chapter III. Now, there are problems attached to this arrangement. Normally, at the completion of courses, borrowers are expected to return all tickets which have been issued to them at the beginning. After doing this, a clearance letter is then issued to the participant to clear him or her before the Programme Director and Course Co-ordinator. The returned tickets are

then destroyed. This is not a tidy arrangement. For instance, until a participant returns his tickets, the section does not know how many books are outstanding against his/her name at any particular period unless the borrowers' tickets' trays are gone through repeatedly. This is a slow and time consuming method. Also misfilings by the Library Assistants on the Reference/Circulation Desk have been many and this have, in turn, spoiled the record keeping system. Many participants, according to the head of section, have exploited this weak system to take away books. What they do is to insist that they have returned the books and their tickets were not given back because of misfiling. Or they could simply insist that their tickets which are with the library got lost. When they say this, temporary tickets are then given. To detect what is actually going on, all the trays containing tickets must be checked thoroughly. This is an inefficient system. Whereas with computers, control is effectively maintained through reading what is going on on the screen.

4.7.3 Searching Process

When a library user comes into the library and requests a particular title, he or she needs to search through the catalogue cabinets placed in front of the Reference/Circulation Desk in order to get full bibliographical details and classmarks of the title needed before going to the shelf where the title is. The card catalogue is the important link between the user and the books in the library. Under the present arrangement, the user has to search one by one the alphabetically arranged card catalogues before getting the details of the title needed. In view of the nature of our courses and the status of our participants, this crude manual system is slow. In situations where the Library Assistants have misfiled the catalogues then the problems are multiplied and therefore retrieval of information becomes very difficult and annoying.

Another problem associated with this system is where there are many users wanting to consult the catalogue, they have to queue up because no more than one person can conveniently use the cabinet containing the cards at a time. This wastes the time of the ever busy participants who would have used such wasted time in doing other things like reading, doing assignments or attending lectures or tutorial discussions. Even though this type of delay is not limited to the manual system alone - OPAC system also brings this about - yet the manual system is much slower and must be overcome.

The problem just discussed is not only for books alone but other types of titles. When a reader/library user comes in to the library to request for a journal article or a particular Government Publication, such requests cannot be fully met at the R/C Desk. Instead, a 'Readers' Inquiry Form' is given to the reader to fill in the details of what he or she wants. The completed form is then sent out to the sections concerned - Serials, Press and Documentation - where the needed titles would be retrieved in order to satisfy the needs of the user. To meet these many needs, the library staff have to go through many cards - Serials catalogue, Index catalogue, document catalogue, etc. - all of which reduce the efficiency and effectiveness of the library. Moreover, they burn away the human resources in the library.

4.7.4 Charging and Discharging Activities

The section at present uses the Browne system for carrying out the charging and discharging activities which involve the following:

- issuing out books by removing book cards from the books pocket in the book to be borrowed out.
- sorting and filing the book cards into the appropriate trays by arranging them alphabetically under the title of books.

- making reservation and trapping books which are meant to be reserved for other borrowers.
- receiving returned books by removing book cards from the borrowing trays arranged alphabetically.
- writing out overdue notices by checking through the book cards filed in the book trays to select those overdue book cards and then recall the books back to the library by writing out every overdue title and letters to the appropriate library users with such books.

The use of the manual (Browne) system for charging and discharging activities takes time. A lot of time, for instance, is devoted to each user at the R/C Desk because the process involves checking from one tray to another thus causing delay and making users to wait unnecessarily.

On the other hand, the sorting and filing of book cards are labour intensive and time consuming: all of which leads to inefficiency. This is also the case for trapping of books borrowed out which need to be reserved for other users. In this particular case, the staff have to go through book cards filed in the borrowers' trays and then pick the wanted titles before placing small reserve notices on the sides of the book cards.

With this manual system, therefore, preparing overdue notices and producing statistical reports for decision making takes a long process, takes a lot of time and more especially many days are spent. In addition, under the manual Browne system, many trays for book cards have piled up in the Reference/Circulation Desk. So also have borrowers tickets accumulated. The problem of storage is acute right now. It has also been discovered that more and more staff are needed to keep up with the manual activities and in order to maintain the system which averagely processed five thousand borrowed books annually (as table

showing data on the activities of the Reference and Circulation in the period January, 1990 to May, 1993 indicates). At present only two Library Assistants are on duty at any given time. So they are always under pressure which make them make many mistakes.

From all these discussions, it could be seen clearly that the Browne system, which is cumbersome and presently inefficient need to be changed.

TABLE 4-4: THE REFERENCE AND CIRCULATION ACTIVITIES

	1990	1991	1992	1993 as @ May, 1993
No of registered users	694	434	546	106
No. of non-registered users	16	36	37	1
No of books used	7,888	8,157	6,221 28,578	1,269
No of library users	13,725	25,166		728
No of requests satisfied	46	46	392	112
No of requests not satisfied	200	160	122	36
No of books borrowed	5,973	5,630	6,108	1,172
No of books returned	6,278	5,034	5,230	948
No of journals used	3,428	3,123	2,680	294
No of Government documents use	4,123	4,112	5,632	5,708

4.8 SUMMARY OF FINDINGS

After the examination of the existing manual system being used in the Administrative Staff College of Nigeria's special library, the following problems have been identified:

4.8.1 Orders and Acquisitions Section

- There is shortage of staff - both professional and non-professional staff and there are no typists.
- Ordering and Acquisitions process is labour-intensive, time consuming, boring and tedious. It involves repetitive and clerical work, i.e., checking, sorting, filling of order cards, typing of orders and checking against catalogues and orders files.
- Staff morale is low because of the present tedious nature of the work.
- Staff are presently being overworked.
- High rate of misfiling of important documents, e.g., files and card catalogues.
- High rate of generating papers and documents and therefore the accompanying problem of space for cabinets.
- The system is not too efficient

4.8.2 Serials Section

- Lack of staff; no typists at all.
- The process involved in selecting titles which requires checking bibliographical details is labour-intensive and time consuming.
- The checking-in process for new and old serials which include raising of index cards, serial catalogues and checking and rechecking of

bibliographical information is repetitive, slow, labour-intensive and boring.

- Because of the manual system involved, many documents are lost either due to misfiling or not even filing at all.
- The retrieval of serial titles for use by users is slow.
- Searching for serials is cumbersome, slow and could be discouraging at times.
- Record keeping is not too good.
- There is a problem of storage of card catalogues in cabinets and related to this is space problem.

4.8.3 Document Section

- Too many entry cards are generated for the catalogue cards leading to arrays of cards which make the work cumbersome.
- Lack of staff; especially experienced professionals.
- So many cards are generated so much that large catalogue cabinets are always needed for storage thereby eating up space in the library.
- Retrieval of documents is slowed down because so many cards must be flipped through before getting what is required or needed.
- Select Dissemination of Information (SDI) becomes tasking because of the need to reproduce the catalogue card into a bibliography.

- Currency of the sectional catalogues are not guaranteed because each document passes through the different processing stages before they are listed in the catalogue.

4.8.5 Press Section

- There are only one professional and one non-professional staff. Therefore there is lack of staff.
- Classification and indexing of newspaper cuttings is slow and time consuming. Because of this there is a backlog of newspapers to be checked and treated.
- Lack of filing cabinets to file the many subject files which have been created for newspaper cuttings. The 3 cabinets available are filled to the edges.
- Misfilings are common due to the manual system of record keeping.
- Retrieval of information for users is slow and cumbersome.
- There is a great problem of space management for newspapers meant for filing and there are no microfilm facilities.

4.8.6 Cataloguing Section

- The manual cataloguing is labour-intensive and time consuming.

- The catalogue cards involved wear out easily due to age and constant use.
- The many catalogue cards being generated require many cabinets which are expensive and even those that are available occupy a lot of space.
- Sets of catalogues are manually duplicated for each title which makes the entire method expensive, and time wasting.
- During the filing process, catalogue cards in some cases are misfiled (i.e., inaccurate filing).
- Inconsistency in records creation.
- Users' access is slow because only one or two users can access - through the catalogue cabinets - at a time.
- There is inadequate space for expansion.
- Amending any part of the catalogue entry on the catalogue cards leads in most cases to the destruction of the existing records and starting the process all over again.
- Due to the slow nature of the manual cataloguing of books, user must wait for a long period of time before newly received books can appear on the displaying shelves.

4.8.7 REFERENCES AND CIRCULATION

- Lack of space for storing registration cards of users.

- Problem in locating records and this is due to wrong filing coupled with many cards being created.
- The book cards are getting torn and are changing in colour and this is not good for proper record keeping.
- Catalogue cards which are the link to books on shelves are misfiled at times and so making it difficult to use Selective Dissemination Information.
- The charging process whereby the name of the borrower would appear on all book cards of the titles borrowed with the equivalent number of tickets is not only cumbersome but time wasting.
- In discharging returned books, the retrieval system under which the borrowers' tickets, book cards (which could have been misfiled) are sorted out is slow and delays users unnecessarily.
- Security of books is not guaranteed because the present manual is subject to abuse.

4.9 EFFECTS ON PERFORMANCE

Due to all the problems identified above, the library which is a special one in the area of public administration and management has not been able to render totally efficient, effective and economical services. A lot of time, human energies and other resources are used on simple but repetitive jobs which do not allow for the development of other important areas like training and inter-library exchanges. Secondly, because the present system consumes a lot of human energy, staff's energy are easily wasted on very trivial issues and this affects their relations with

users in a negative way. And so therefore morale of staff is not as high as it should be. Also, because the library is running on the manual system, it has not been able to link up in a network with modern libraries like those of the Nigerian Institute of International Affairs, International Institute of Tropical Agriculture, the British Council, United States Information Service, and those of the universities locally and abroad.

Moreover, because of this isolated nature of the library, it has only been able to provide limited access to important literature on Public Administration and Management.

Yet another effect is the information retrieval system and record keeping arrangements which do not allow the library to provide information which is needed for so many purposes on time. Even where they are provided, they are not always current.

Lastly, the library is no longer a modern one. For it to be, it cannot run away from computerisation either doing in wholly or partly. In the next chapter, possible solutions and recommendations shall be discussed.

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CHAPTER 5

POSSIBLE SOLUTIONS AND RECOMMENDATIONS FOR IMPROVING THE EXISTING SYSTEM

5.1 INTRODUCTION

In the last chapter, the problems present in the existing system of managing the ASCON library were identified. In this chapter, the aim is to assess possible solutions to these problems and make appropriate recommendations. The reason for this is to make the library more effective, efficient, modern and alive to its changing responsibilities. Below, I discuss and evaluate the options available to the library..

5.2 EVALUATION OF OPTIONS

5.2.1 Reorganisation of the Present Structure of the Library

Ordinarily, the right organisational structure:

- a. is a condition for effective and efficient performance of any organisation;
- b. influences the attitude and behaviour of those working in that organisation for good;
- c. if it is flexible, provides a good environment for those workers in the organisation to put in their best;
- d. shows the relationships, responsibilities and authorities with which the organisation aims at achieving its set goals and objectives (1).

- e. ensures stability of the organisation as opposed to rigidity, survival in moments of turmoil and adaptability to changing situation (2).
- f. reveals how the principal sub-units and positions are arranged; distance from the top or the bottom;
- g. helps the job holder to understand better his/her own tasks as well as the organisation as a whole (i.e., after identifying important results areas and assigning such to people) (3).

On the other hand, in a situation where the organisational structure is defective for any reason, not only would the above good qualities not be achieved, but lack of performance, chaos and disorder would result (4).

A look at the structure of the library at the Administrative Staff College of Nigeria shows some serious problems. In the first place, the six heads of sections who should be equals and contemporaries are not. There are many differences in ranks. While the Documents Section is headed by a Chief Librarian who is on a salary grade level 14 (just two grade levels away from the last level, i.e., Grade level 16 - College Librarian), the acting head of Orders and Acquisitions is an Higher Library Officer; a grade level 08 officer. On the other hand, the head of Press Section is a Librarian I officer on level 09. Her counterpart in the Serials Section is a chief Library Officer on level 13. Secondly, of the six heads of sections, only three are fully qualified librarians. The remaining three are paraprofessionals. The effect of all this is that the more junior of the heads of sections have problems in interacting well with those who are very senior and are professional librarians; they feel inferior. At meetings, instead of discussing matters openly and critically as colleagues, the 'junior heads of sections' in

most cases keep quiet because they do not want to offend their bosses. Because of this situation then, most of the heads of sections prefer to deal directly on most issues with the College Librarian, the Chief Executive, rather than among themselves. The result of this is that unconsciously a lot of powers and influence are concentrated in the College Librarian. And this has affected the smooth running of the library.

The second problem with the current structure is that in almost all the sections there is no middle level grade officers. Even in the three sections (Cataloguing, Documents, Reference and Circulation) where three officers form the middle group, they are paraprofessionals. There is therefore a limit to what they can do when it comes to real professional work. The absence of the middle class has led to two problems. In the first place, most of the work that needs to be done by professionals, e.g. cataloguing of titles, are done in the case of Cataloguing section, by the head of section himself. And since there is a limit to what a single person can do per day and per month there have been backlogs of work. And where he is not around, then all work must wait for him till he is back. The second effect is that lower level officers, library assistants, who have very limited professional experience refer many things not to their immediate bosses (and they don't have any) but to the heads of sections. So therefore urgent decisions on users' requests must wait for the attention of higher officers, i.e., sectional heads.

The third problem with the structure is that the two typists available in the library (Chief typist and typist) are put in a 'typing pool' which is attached to the office of the Chief Executive of the library, i.e., the College Librarian - whose jobs for them are very small compared to the sections. Yet they are not under the control of these sections. The result is that many jobs sent to the pool

from the sections are not done on time. Hence, delays and backlog of work for the sections and of course the library occur.

Solutions and Recommendations

1. The present structure which is centralised, hierarchical and patterned along functional lines and is presently serving the library well except in areas discussed above should be retained.

However, to improve on it a middle class made up of both professionals and paraprofessionals should be created. With this, effective delegation of authority and responsibilities which would make for quick decision and reduced paper work and circular work flow would be possible from the College Librarian to the sectional heads. And from them to the middle level officers and to the library assistants.

2. In the case of the paraprofessionals heading sections, they should be sent for full professional trainings to become librarians and not library officers. And this would enable those among them who cannot be promoted beyond their present ranks because they have reached the peak of their cadre (i.e. grade level 13) to be able to catch up before long with their professional counterparts. In the not too distance future, this would solve the present problem relating to headship of the sections. Also, the training would give the paraprofessionals confidence which would in turn make it possible for them to relate well with their fellow heads and be able to take quick decisions on their own.

3. The typing pool should be abolished. The Chief Typist should continue to be attached to the College Librarian as his secretary. The other typist should be deployed out of the library to other areas in the College. The idea of having typists to type all of the library work is time-consuming. It is also costly. The salaries to be paid to many typists should be used to purchase portable typewriters for staff to do their own typing. However, good as these solutions are, they are not likely to bring about a total end to the present repetitive, slow and not too efficient work flow pattern and problems identified in the last chapter. This is so because the structure of an organisation no matter how good does not show well all what are actually going on in that organisation. For example, it does not show informal relationships, actual delegation of authority and responsibilities, information storage and retrieval, response to library users requests, day to day work flow, true division of labour, etc. It is only a static picture of what is likely going on in an organisation at any particular time.

Because of this, in order to actually improve on the present difficult methods, and procedures in the library, other solutions and recommendations must be assessed and made in addition to those above.

5.2.2 **Staffing**

There is no doubt that there is shortage of staff in the library. Apart from the Reference and Circulation Section which has six staff (the head of section, one library officer and four library assistants) - and this number is not even enough for a section which handles the requests and needs of 7,000 users every year - all other sections

have 3 staff each and 2/3 of these are library assistants. Apart from the shortage of real library staff, there is also lack of typists in all the sections.

Solutions and Recommendations

So therefore more professional, paraprofessional and library assistants should be employed and sent to the sections. Even though this recommendation would improve the efficiency and effectiveness of the present system because more staff would be available to do the work and decisions would now be taken easily and on time, this cannot on its own improve the present manually done work flow. And since the work flow is the foundation of the library system, then other solutions which would solve this very important problem must be found.

5.2.3 Training

Another way of solving the problems identified is to train staff that are presently in the library in order to become more professional, efficient, effective and economical. In order to solve the problem of referring many issues (e.g., recommended titles from academic staff to the College Librarian for approval - which shows high concentration of authority and reduced delegated power - senior management of the library should be sent on overseas training: mainly seminars, workshops, short duration courses and conferences dealing with effective management (especially on library management). Training should also cover the following: leadership styles, interpersonal behaviour, motivation, information and communication, effective delegation, strategic and operational planning, personnel administration, information management, computer literacy, etc. The senior officers should also be trained to be able

to type straight away whatever professional work they are doing. This would reduce the backlog of materials to be typed and save costs.

For the junior staff, i.e., other paraprofessionals who are not heads of sections and the library assistants, they should also undergo training. The paraprofessionals whose terminal qualification is Diploma in Library Studies should go to the University to acquire degrees in Library Studies. The library assistants who possess only General Certificate of Education (Ordinary Level) and who do not have any professional qualifications in Library Studies should be made to study for their Diploma qualifications. All this would enable those staff to be current and be exposed to the theories, principles, concepts, skills, the right attitude and other modern developments in the librarianship profession.

Secondly, like the senior officers, the junior ones should also acquire typing skill for the same reason it has also been recommended for the senior staff.

If this recommendation is implemented, the human resources in the library would become more competent, skillful and highly motivated. And therefore there would be improvement on the present level of performance. Even though human resources are the most important and critical of all the resources that are present in any organisation (and ASCON Library is not different), and they must be continuously taken care of well in terms of training, promotion, welfare services, labour relations, motivation, etc., human beings working all alone on their own cannot make organisations successful.

In the case of the library, with the best of staff, there is still the issue of the method, process and tools that are being used. Yet another important factor which must be

developed in order to achieve set goals in the organisation is technology, i.e., the nature and complexity of the machines and the technical methods used in producing products or services. According to Joan Woodward, technical methods are the most important factors in determining the pattern and performance of an organisation (5). They determine the human relationships in that organisation. It is for this reason that solutions should be found for the problematic work flow and the old technical methods difficulties presently making it hard for ASCON Library to carry out more effective and efficient services.

Even if all or some of the above discussed solutions are implemented, the basic problems of the library as identified in Chapter Four which relate most with job flow problems would still remain. Not only that, the cost of running the library would increase more with little improvement in the level of efficiency and quality of service to the participants, the users. What needs to be done then is the elimination of the high incidence of duplication of processes and documentation; reduction of many repetitive and in some cases unnecessary tasks; and the simplification of work in general. The important benefit of all of this is to make work tasks very simple and straightforward. Linked to this is the computerisation of these tasks; this would enable the library to achieve results at even a faster rate.

5.2.4 Computerisation

It is therefore recommended that the library embarks on computerisation of her activities in addition to some of the other solutions and recommendations already made.

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CHAPTER 6

PLANNING FOR AUTOMATION

6.1 INTRODUCTION

Having identified the need for computerisation of some if not all housekeeping chores in the ASCON library, the issue now is how is the library going to gain access to a computer system. There are many different choices from which the library, like other libraries wanting to automate, can choose.

According to Boss, there are five options available:

- i. acquiring a turnkey stand-alone system;
- ii doing the project within the library using a stand-alone mini or mainframe computer;
- iii contracting for a commercial turnkey distributed system;
- iv utilising the mainframe computer of the municipality, corporation or academic institution of which the library is a part;
- v contracting with a library network to provide the service (1).

But of all this, which is going to be the most suitable for ASCON library? It is against this background that I assess these different routes so as to recommend which one is appropriate to the particular need of this library.

6.2 WHOSE COMPUTER TO USE?

6.2.1 Adapted System

Under this system, a suitable system is identified whose software is then duplicated and adapted for local needs and operation. The adapted can run on an in-house computer located in the library itself or is available in a computer centre of the parent organisation.

Advantages:

- i. ASCON library would not have to spend money and time in designing, programming, testing and implementing a new system because the library whose system it might adapt would have done all of this.
- ii It would be possible for the library to first of all examine critically the operations and the physical features of the system to be adapted before deciding to acquire the software.

Disadvantages:

- i Because the system that might be adapted has been developed with a particular library in mind, and not the ASCON library, therefore there might be adjustment problems.
- ii The library needs to get computer and systems experts who would have to adapt, install, maintain and consolidate the application of the software for ASCON's use. This will entail a lot of money which the College and indeed its library has not got now and not likely to get in the nearest future.
- iii A lot of money, time and human resources would be wasted in adjusting other people's library systems

when such resources could have been used to procure a turnkey system - which would be more economical.

- iv The library would have to look for space for the system and other related equipment which might be out of tune to what it has.

Recommendation:

The library should not go for this option because it is complex, time-consuming and too costly for a library just starting computerisation from the start.

6.2.2 Locally Developed System

Under this option, an entirely new system is designed, programmed, documented, installed and tested from the beginning by the library in ASCON. The software developed could then be used on a computer hardware purchased and installed in the library or the library can use computers in the Computer Centre of the College.

Advantages:

- i The system would be designed to meet the specific need and environment of the library.
- ii The library would be able to have total control over all aspects of the system; from development to installation and implementation;
- iii The library would not be paying continuously transaction fees if it were to use a computer bureau in order to automate its operations.

Disadvantages:

- i This approach like the first one above requires a lot of money, time, human resources (i.e., computer and systems experts to design, programme, test, implement and maintain the system) which the library does not have now.
- ii The approach is too complex and complicated for a library whose total library collection is not more than 40,000.
- iii If we consider the present level of development in ASCON library, it would therefore take many years for the library to automate and this means that the present problems would continue for more years.
- iv The library must have free access to computers and other equipment it must use to do all of this. And right now it does not even have one single computer.

Recommendation:

This route should not be taken because it is too costly, complex, over-ambitious and completely beyond the small needs of the library.

6.2.3 Shared System

Here, computer facilities and bibliographic resources are developed or acquired by a group of libraries for their own and other libraries' use. The sharing is done through a data communication network.

A member library of this kind of co-operative must have its own computer terminal(s) which is then connected through communication links to the network system (which could be

located in the same town, city, region, state, country, continent or across continents).

It should be known that the system being shared could have come about through turnkey or adapted system or developed from scratch. Payment for using the system may be through membership fees or access and transaction fees. The use of this approach has been successful in the following areas: cataloguing, file conversion, bibliographic verification, acquisition, inter-library loans, serial control, online reference services and circulation.

Advantages:

- i ASCON library does not need to spend time, money and scarce human resources in designing, programming, testing and installing the system. It is just linking up.
- ii The equipment needed to link up to a shared system can be installed in the library in a matter of days.
- iii The library is in a position to assess critically a computer co-operative already in existence before joining.
- iv If, after joining, ASCON library for any reason is not satisfied with the services being provided, it can withdraw with little cost.
- v The library is able to meet the ever-increasing needs of users (especially in the area of management and public administration) by linking them to many bibliographic resources of other libraries.

Disadvantages:

- i The library is not going to be in a position to dictate and control the services to be offered by a co-operative. It either takes whatever services offered or leave same.
- ii It is also not in a position to control basic and important decisions being made by the co-operative.
- iii The system might have bad characteristics which ASCON library must have to accept or it might like certain good features which the co-operative does not have. So the library must compromise a lot.
- iv Membership dues or access fees of the system is a recurring thing that the library must meet regularly.
- v Due to the poor development of social and economic infrastructure in Nigeria, i.e., inflation, lack of foreign exchange, foreign debt, lack of skilled manpower (in the computer field), poor telecommunication system, inadequate supply of electricity, lack of commitment on the part of senior library staff in Nigeria - there is not even one functioning computer co-operative. So ASCON cannot join what does not even exist.

Recommendation:

Very good as this approach is - because ASCON library would be able to access a lot of bibliographic resources - the library cannot start off its automated system this way because of reasons discussed in (v) above. So it cannot embark on this approach yet. However, in automating and acquiring both computer hardware and software, it should get those that could easily be used to link up to such co-

operatives in future either locally or abroad because ASCON cannot run away from the many benefits of networking.

6.2.4 Computer Bureau

Under this arrangement, a library takes its materials that need to be processed by computers to a commercial Computer Bureau for processing.

Advantages:

- i Library is free to choose appropriate system it likes provided it has the money to pay for services.
- ii The library would be able to process its work on time without delay because money talks.
- iii Where the library is dissatisfied with the services of the bureau, it can get out with minimal cost.

Disadvantages:

- i It is a very, very expensive approach.
- ii The library would have no total control over the bureau apart from the power of a customer.
- iii In the process of carrying documents up and down, some of these may get lost on the way.
- iv Confidential matters might get exposed unnecessarily.
- v There are no computer bureau in the immediate environment of ASCON library. So therefore, moving up and down to big cities in order to use computer bureaux would add more to cost.

Recommendation:

This method of automating should not be followed because of the expected very, very high cost. The management of the College will not even accept the proposal more so when ASCON has a Computer Centre which was originally stocked with good computers donated by British Overseas Development Administration.

6.2.5 Parent Institution's Computer(s)

In this particular option, the library makes use of the computers in the Computer Centre of its parent institution or organisation. It does this with the aid of a terminal located in it which can access the computer centre. It is possible under this arrangement for the library to acquire a software package to run on the institution's computer. In addition, if the computer centre does programming, it can design and implement a system which includes specific needs of the library.

Advantages:

- i It would be a very cheap choice for the library; and it would not cost extra real money as the computer centre's facilities are available for the asking. Right now, the ASCON Computer Centre has 25 IBM-compatible microcomputers, which are used for running training programmes and for producing reports and management information statistics which are used for decision-making by the management staff.

Disadvantages:

- i The computers and programming staff of the computer centre are not going to be under the control of the

library and therefore it would have to adjust to the timetable, style and the tempo of the computer centre.

ii Presently, the centre serves all the 14 departments in the College for almost all of the day and for six days of each week; the centre is congested by the staff from all these academic departments who are there to use the computers for one reason or the other. As if all of this is not enough, the centre is also charged with the responsibility of running training programmes which include:

- Computer Application to Financial Management
- Data Processing and Analysis
- Using SPSS/PC
- Data Base Management
- Computer Appreciation for Senior Managers
- Desktop Publishing
- Work Processing Course
- Use of Computers for Decision-Making
- Data Security and Computer Abuse (2).

Training is done all the year round for senior civil and public servants from Federal, State and local governments in the country.

Recommendation:

Even though this option is very cheap and would have been the best alternative in view of the fact that the library would just be starting its automation programme and the fact that not only is the library itself a small one but presently it has a small budget - it is not a feasible option because its needs would always be relegated to the background and this is not a good starting point for a

library which needs to have control over its own computers and software.

6.2.6 Turnkey System

A turnkey system is that which has been designed, programmed and tested by an organisation or company and then offered for sale or lease to libraries and ready to be installed and operated.

This system which is also referred to as 'packaged' or 'off-the-shelf system' is made up of computer hardware, computer software and documentation (i.e., training, descriptive and reference manuals).

Normally what happens is that the suppliers or vendors of the turnkey system provide and install both the hardware, and software and train the library staff to operate and manage the system. They also provide continuous maintenance of the hardware and software.

Nowadays, this option is becoming the most popular way of developing an automated library system especially as mini and microcomputers increasingly become very cheap.

Advantages:

- i It would be possible for ASCON to assess thoroughly computer systems being sold or leased and already installed in other libraries by many computer suppliers or vendors before making up its mind on which particular system(s) to acquire.
- ii The college library would be saved the cost, time and financial resources that would have to be expended if it has to design, programme and test its own original

system. All of these things would have been done by the suppliers or vendors.

- iii It would be possible for the library to acquire and install an automated library system within a very, very short time; say few weeks or months.
- iv The library would not have to recruit computer and systems experts because vendors of turnkey system have them already and they can be used straightaway when installing the new system.
- v Most of the newer and popular turnkey systems can be tailored to satisfy the specific requirements of the ASCON library.
- vi Even though the library staff must be trained to operate and manage the system, it is not necessary for them to have had thorough computer background as a condition.
- vii Compared to all other ways of acquiring automated library systems, it is the cheapest, quickest and most tidy.
- viii The library after installing the system has total control over it.

Disadvantages:

Good as this approach is, it is not without its own disadvantages. These include:

- i Turnkey automated library system are designed for typical libraries and so might have certain features which the library does not like but must accept.

Also, the system might lack certain features the library desires but are not present in the system. So it has to compromise.

- ii Some systems are so rigid that they cannot be altered once the systems have been installed. Thus they cannot respond to the changing needs and conditions of the library without extensive readjustment or complete replacement.
- iii Although the library staff do not need to have solid background in data processing or computer knowledge, yet for the project to be successful, the library requires at least a person with sufficient skill, knowledge and attitude relating to computers to manage all aspects of the installed system.

Recommendation:

Inspite of these disadvantages and taking into consideration so many factors within the context of ASCON library (i.e., financial resources, computer expertise, local environment of the college, human resources in general, current level of computer development in the world), the turnkey system is the most feasible, is the cheapest, quickest and least difficult. I therefore recommend this option for the proposed ASCON library automation project.

6.3 AUTOMATING THE LIBRARY'S HOUSEKEEPING OPERATIONS

The next question to answer is: what areas or activities in the library should be automated? Nowadays, computers are being widely used in housekeeping chores.

In the case of ASCOn library, because automation is just being started, it would be good to start with those manageable crucial areas where there are obvious backlogs and repeated inefficiency - Ordering and Acquisitions, Cataloguing, Circulation and Serials Control.

When planning/designing an automated system, it is very important to decide whether or not an integrated system is needed and if so what applications are to be integrated (3). Many software packages are readily available with a variety of applications integrated in one system. Manufacturers have developed enhanced system (software) to provide an integrated system; for example, ALIS, ALS, GEAC etc.

According to Rowley, all library housekeeping routines are directed toward controlling the stock of a library. Such routines include selection, ordering, acquisition, labelling, cataloguing and circulation control (4). In this way, the computer then acts primarily as an information source on the state of stock.

The information may be available online or via printed list, which helps one to know "what is in stock" or "what is on loan to whom?" The more up-to-date the information in the computer files, the better is the control of the housekeeping operation. The systems are mostly designed to cater for the majority of the book and non-book material stock of a library (5).

The automation of housekeeping routines may be carried out in piecemeal or integrated or planned instalments which finally leads to an integrated system.

Rowley went further to say that the piecemeal implementation is easier and has the advantage of concentrating effort on the most urgent areas (6).

This is because it may not always be desirable to opt for complete integration in the computerisation of housekeeping activities, but it is always safe to have options and sub-systems available so that they can be purchased in the future, as funds become available and as the need for such systems develops.

The most important advantage of an integrated system is that files can be interlinked so that deletions, additions and other changes in one file automatically activate appropriate changes in related files and provides more comprehensive library management statistics (7). Now, integrated systems are very popular because many libraries computerize more than one subsystem. An integrated system offers greater scope for staff saving and better provision of management information(8).

6.3.1 Requirements for an Automated Library System

When planning for library automation project, there is the need to establish a set of requirements for the integrated library system to be acquired.

According to Corbin, system requirements is a statement which defines some desirable aspects of an automated system or specifies what the system must do, how it must perform, or how it is to be operated and maintained (9).

Requirements are necessary because selecting an integrated library system is a complex and confusing activity to be done due to the fact that a number of similar systems are available. Requirements set out by the library would provide librarians with a clear picture of the system to acquire. These requirements could be used to:

1. formulate a request for proposal (RFP) for an automated library system.
2. systematically and objectively compare and evaluate all the systems that are available to meet the needs of the library.
3. would guide the installation of the automated library system acquired.
4. would be used to evaluate the automated library system when installed, and to determine if the system meets the needs they are set for.

6.3.1.1 General Requirements

1. An automated library system should have power back-up facilities.
2. It should allow for 100% expansion.
3. It must be able to serve network interfacing.
4. Security should be provided to control access to all files.
5. Must accommodate bibliographic data in AACR2 format.
6. Hardware/software enhancement should be possible with minimum service disruptions.
7. Must be able to handle:
 - 60,000 to 100,000 library collections
 - multi-volumed monographs and serials
 - up to 15,000 circulation transactions

- up to 7,000 holds each year

6.3.1.2 Basic Requirements for the Selection of Automated Library Systems

The systems to be considered are:

- Ordering and acquisition system;
- Cataloguing system;
- Circulation system;
- Serial control system;

The basic requirements of the above systems would be highlighted and this would enable ASCON library to select an appropriate package from a reputable vendor which would fit into the library's activities.

6.3.1.2.1 Ordering and Acquisitions Systems

Ordering and acquisition processes in the ASCON library are now suitable for computerisation. There are variety of integrated software packages which may be used to assist with these processes. Most libraries have similar functions for ordering and acquisitions system; they include receiving recommendations of items to be purchased and establishing that the items are not on order, quoting price, preparing order letters to be sent to the vendors, maintenance of file records for items on order or in process, generating claims for items and invoices not received, accessioning the items on arrival in the library and managing statistical data (10).

With the current economic climate acquisitions librarian must be involved with collection development and sound

management of funds (11) which shows that the ordering and acquisitions processes must be timely, efficient and responsive to the demands of the library users.

An ideal outline of ordering and acquisitions systems was specified by Boss and Marcum (12) as follows:

- to receive records of items to be acquired;
- the ability to search, via a variety of access points, the library's own bibliographic file to determine the status of any particular item (i.e., to establish whether the requested items are already in stock or on order);
- prepare purchase orders . containing required bibliographic description and incorporating information concerning price, and suppliers (13)'
- access to status notes on all titles from all major suppliers to see whether a given title is out of print, not yet published or whatever;
- the ability to search a file of bookseller for details, in a predetermined order of preference, to determine which bookseller would be able to supply a given item immediately or to supply a given item at the lowest price;
- an ordered item, if available, to be despatched by the bookseller within 24 hours and the bookseller's inventory status to be adjusted;
- the ability to provide very detailed financial information in a variety of ways;

- to print orders and reminders for overdue orders (14);
- the maintenance of a comprehensive file giving the library complete information of all items on order or in process of being ordered, to alert the library staff when expected items do not arrive and to follow up overdue orders;
- the ability to accomodate a variety of materials, including monographs, serials, government documents, blanket orders, gifts and exchange materials, audio-visual materials, etc;
- verify that the correct item has arrived from the bookseller (15);
- the ability to deal with all the financial transactions and adjust the files accordingly;
- the capability of retrieving potentially useful titles from an external database which could be used for selection purposes within the library;
- the ability to place an order online directly to the bookseller and adjust the library's financial files appropriately.

It must be said that booksellers and library suppliers are now offering online access to their databases. This helps librarians to check bibliographic details and stock availability and can then order items directly. Examples of such services in the UK are (16):

- 1 Blackwell's BOOKLINE service;
2. Menzies' LIBTEL service;
3. Askew's online book ordering service.

These services are accessible using teletype-compatible terminals.

Automated ordering and acquisitions systems are now linked to cataloguing systems using the same bibliographic record.

6.3.1.2.1.2 Benefits of Automating the Ordering and Acquisitions Systems

The automation of ordering and acquisition processes in ASCON library would reduce ordering process backlogs by eliminating the current form of clerical jobs such as writing orders in long-hand, checking orders against order catalogues and files, sorting, filing and typing order cards and order letters. It would also speed up ordering and receipt of materials.

Other advantages are as follows:

- allows quick updating of library records;
- improves fund control and generates various listings of information (e.g., accession list, statistical and financial reports needed for management decisions);
- produces order list- authors and publishers alphabetically;
- improves management information;
- produces orders, claim notice or cancellation;
- for selectoin and verification or order details;
- allows links with other libraries' shared acquisitions;

- eliminates the need for paper files of vendors, account records, selection list and purchase orders;
- It would save time spent in preparing statistics.

6.3.1.2.2 Cataloguing System

Catalogues are finding tools because they give access to a library collection via a number of access points. Many of the software packages offer text retrieval which are equally capable of maintaining a catalogue-record database, just as they record other types of bibliographic records.

Computerised cataloguing system creates appropriate catalogues which can be used extensively for bibliographic checking, stock editing, stock taking, reader service enquiries, references work, lending, ordering and catalogue maintenance.

An automated cataloguing system operation involves (17):

- the preparation of records (catalogue data) which contains all or some of the information prepared by the cataloguers in machine-readable form;
- the input of these machine-readable records; and
- the manipulation of these records by the machine.

To TEDD, an ideal computer-based cataloguing system should include the following (18):

- online access to needed bibliographic records;

- a high percentage of the required records available in the database which would minimise original cataloguing
- a consistently high quality of bibliographic records which provides conformity with the latest cataloging and classification codes;
- online authority control;
- ability to do online original cataloguing and online catalogue searching promptly;
- ability for the records to be accessed through a variety of ways (title, authors, keywords, call numbers, etc.) and an appropriate physical form;
- has ability to delete, insert and amend records easily;
- speedy, easy and accurate for use;
- has ability to be reproduced conveniently, cheaply and quickly in a variety of headings;
- to provide a catalogue or index for users; to locate information about items needed from the library collection (19);
- to provide an authoritative records of each item in the library collection;
- the module should be able to modify the bibliographic records created at the pre-order stage in the acquisitions module (20);
- to provide print outs in cards form and labels for books;

- to provide co-operatives and linking services for future use;
- the software should be user-friendly with clear simple instructions on how to search for information.

The ability to access the catalogue online gives the additional facility of carrying out small enquiries and large searches.

6.3.1.2.2.1 Benefits of Automating Cataloguing System

Computer-based catalogue system would help integrate the ASCON library's activities. The system has many advantages over the manual systems, e.g., eliminating duplication of efforts, labour-intensive tasks, time-consuming in checking, sorting, printing, rechecking, filing cards into catalogue cabinets and repetitive typing book labels, book cards, book pocket and sets of catalogue cards (author, title, subject added entries, classified catalogue). It would also save spaces occupied by catalogue cabinets.

Vervliet (21) said that automating cataloguing activities leads to easy creation of union catalogues and shared cataloguing, thus providing effective resource-sharing and networking, e.g., inter-library loans.

The automated cataloguing system would also help in producing catalogue records which would become the central bibliographic file for all other housekeeping activities, for example, acquisitions and circulation activities.

With automated cataloguing system, quick statistical records of cataloguing activity could be produced, which is

a useful tool for improving control of cataloguing task and valuable for management decision.

Furthermore, with automated cataloguing system, it would be easy to modify the record and to add local information such as call number, accession number, ordering information, etc., which involves long processes under the manual system.

6.3.1.2.3 Circulation System

For years, a variety of methods for keeping records of items on loan in a library's collection has been developed, e.g., ledgers, book cards, photocharging, etc. Circulation is one the first library operations to be automated. In UK, the first circulation systems were at the University of Southampton and at the Atomic Weapons Research Establishment at Aldermaston.

At the Circulation desk in ASCON library, there are often bottlenecks, long lines of users/participants and staff who are impatient because of the reduced pace of work at the desk. Automating circulation would give the library control over its resources (22). The basic features of an automated circulation system are the recording of details about the items on loan and to whom it is loaned.

Majority of the current computer-based circulation systems, especially the turnkey systems are online and real-time circulation control systems which allow items issued or returned to be updated instantly on relevant files. Examples are ALS, CLSI, GEAC, BOOKSHELF and DYNIX. These systems have integrated functions such as online public access to the author/title details.

Most circulation packages use bar-code readers (pens) as the simplest and most effective way of matching readers and books (23). Normally the 'pen' is passed over the labels on the reader's card and on the book, thus recording a loan instantly and thus making available the most current information.

The basic requirements of automated circulation systems have been given (24), (25), (26), (27), (28):

- search or files to determine quickly and easily what titles are in the library's collection and where they are located;
- ability to issue and return materials rapidly and accurately;
- to check whether or not a potential borrower is eligible for service (i.e., keep records of the number of books on loan to individual borrowers and notify overborrowing and dubious borrowers;
- ability to produce overdue and recall notices and calculate fines due at the point of return;
- to enable items to be reserved and issue the necessary notices when a reserved item has been returned (by recognising and 'trapping' books requested on their return from loan).
- provide facility for making fast returns/renewals; indicate when a borrower is attempting to borrow more items than is permissible (over-borrowing);
- inform individual borrowers of items on loan to them;
- detect 'problem' borrowers at the point of issue;

- facilitate the collection and production of statistics;
- must be reliable and economical.

The circulation system packages must provide the libraian with flexibility in the design of the system to suit their specific library circulation activities. It should also allow bibliographic details in the transaction of record, or special files to be linked to the loans' database.

6.3.1.2.3.1 **Benefits of Automating Circulation Systems**

The benefits of an automated circulation system to ASCON library would include the following:

- providing fast and reliable collection of data (helps to produce up-to-date statistics of readers in the library);
- elliminate the long-hand (paperwork) writing of clearance letters;
- eliminating long process of sorting, filing of borrowers' and book tickets.
- saves time on charging and discharging of books.
- it would enable rapid and easy consultation of the issue file;
- editing at input or any stage would be readily accomplished without wasting time;
- the expansion capacity would adequately handle circulation activities now and in future;

- reduce staff time spent in chasing overdue books and in preparing overdue notices;
- provides security for books taken out without being discharged;
- provide improved efficiency, better control and better services to library users;
- borrowers' files would be easily updated and searched;
- it would eliminate frequent queues at the circulation counter and would enable staff to cope with the peak period efficiently;
- it would allow for the creation of certain defaults which are frequently common to library users, i.e., borrower privileges, expiry dates, state, etc.

6.3.1.2.4 Serials System

Serials control is a bit difficult due to its peculiar nature. Some unique problems associated with controlling serials are (29), (30):

- i successive issues may be published at irregular intervals which makes it difficult to know which issue has been published but not yet received;
- ii serials change of titles, frequency of publication and publisher;
- iii the appearance of special issues, supplements, indexes, etc;

iv the physical problems of storing, binding and circulating individual issues;

v some serials are acquired as gifts or exchanges.

Today, these problems can be dealt with using automated serials system. Majority of computer-based serials systems are batch or online system. Serials control systems have been undertaken in academic and special libraries where serials represent a large proportion of their stock, for example, the University of California's Library at Los Angeles (UCLA) demonstrated that online real-time integrated serials control system, which covered a variety of functions, works well and is cost-effective (31). Some softwares for serials control have been developed for microcomputer systems too.

The important elements of a serials control automated system are to provide for the recording of receipts, marking and routing of the issue of serials; claiming and/or notification to claim missing issue; binding notification; accounting procedures such as the issuing of purchase orders and the payment of invoices; cataloguing of serials; and some form of full records display for the interpretation of these activities (32).

Three aspects of serials control in the library which appear amenable to automation are (33):

- i Bibliographic: the maintenance of bibliographic records and production of a holdings list;
- ii Accessions (acquisition): the selection, ordering, checking in, renewal of subscriptions and sending of claims notices for issues not received;

iii Inventory: the control of binding, discarding and circulation of serials issues.

The basic requirements of automated serials control system should include:

- producing management information;
- selecting suitable titles for purchase;
- receivng issues, updating files, claiming for issues not received; and making cancellations;
- generating purchase order (automatic prompt indicating when a subscription is due, is desirable);
- keeping current and accurate details of serials holdings;
- allowing access (either via an online search system or by printed or COM output) to details of current holdings;
- allowing individual issues to be circulated, and be borrowed from the collection;
- organising for completed volumes of serials to be bound;
- organising financial matters and charging the appropriate accounts;
- keeping track of expected, overdue, and claimed issues.

6.3.1.2.4.1 Benefit of Automating Serials Control System

- It would facilitate quick production of statistical reports.
- It would help in monitoring the performance of vendors, regarding the time taken to deliver order.
- Eliminates unnecessary duplication of orders.
- Reduces time spent on paperwork for ordering, claiming and for making cancellation notices.
- Eliminates problems associated with typing, checking, sorting and filing of serials cards onto the serials cabinets;
- Saves staff time consumed in dealing with serials manually.
- Provides users with up-to-date information on serials holding (showing the missing issues).
- Offers multiple access to records, allows mistyping, misspelling to be corrected quickly.
- Offers calculation facilities which helps in fund accounting.
- Would facilitate the production of union list.

6.4 INTRODUCING, COMPARING AND SELECTING SOFTWARE PACKAGES FOR ASCON LIBRARY

To be able to recommend appropriate, affordable and relevant software packages for the recommended

computerisation of the ASCON library system, selected computer vendors based in the UK were requested (via a letter titled 'Request for Information on Library System for ASCON Library - Nigeria' - see Appendix 2) to provide detailed information on computers relevant to library automation.

In all, twenty letters were despatched to these vendors. Of this number, eleven responded. A critical preliminary assessment was made of the eleven information packages sent. At the end of the exercise, six were found to be particularly relevant to the specific needs of the library in ASCON. The remaining five were found wanting for a number of reasons, e.g, extreme lack of adequate information on their packages,- 'PROGEN' and 'ORACLE'-some modules were split into so many other sub-modules, dealing with rather too small applications (this has a lot of financial implications) e.g. 'CAIRS - LMS', 'SIRSI' and 'DOCUMEDIA'. The six selected packages are as follows:

- i HERITAGE
- ii BOOKSHELF
- iii ALS (Automated Library System)
- iv DYNIX
- v SYNEY
- vi LIBERTAS

Particularly the basic considerations which have recommended these packages include among others the following:

- i they are useful for medium-sized libraries like ASCON library;
- ii most of the software can run on IBM personal computers and compatibles; which back home in Nigeria are very very common and available;

- iii the software packages are integrated library systems in design and enable libraries to computerise a variety of library operations.

6.4.1 HERITAGE: An Overview

Heritage is a complete library management system which is being marketed by Logical Choice, which started operating in 1983. Heritage is very comprehensive management system which is economical and affordable. It runs on standard IBM compatible personal computers and can be networked.

Heritage library management system comprises three 'modules', namely: Cataloguing, Circulation and Acquisitions. The three modules are integrated, so the system allows information to be entered more than once.

Cataloguing Control: It has facilities to deal with all aspects of setting up a computer in the library. It is a multi-media system where by bibliographic details of an item could be entered easily by filling in forms on screens. Also, in-house number are generated automatically for books without ISBN/ISSN. Records for books, video, reader, etc., could be entered and deleted quickly and easily. It allows all details of a typical catalogue records, e.g., price, title, publication date, publishers, etc., to be entered. There is also facility for received data from CD-ROM products like Whitaker and British National Bibliography (BNB), freeing the librarians from labour-intensive and time-consuming task of cataloguing stock.

Furthermore it facilitates online enquiry on two levels, i.e. using easy search programme (by author, title keyword or any field could be performed within and advanced search programme by combining words for searching using 'OR',

'AND' and 'AND NOT' for more detailed search. Results could be displayed and printed out (catalogue print-outs form). Labels for books, spine and bar code could be produced as well. Download from supplier disk is also possible.

Circulation: Readers could be registered directly onto the circulation control system; traps could be placed on readers; issuing of books could be done by entering the reader code or surname; facilities for carrying out returns and reservation are available, reservation letters could be printed out; there is provision for calculation of fines on overdue books; facilitation for library calendar which allows all the holidays and days closed to be established and facilities for recording every transaction that takes place in the library for statistical report is also available.

Acquisitions Control: It is fully integrated with catalogue control module so that items entered here do not need to be catalogued again. Moreover, it allows unique purchase order number to be designated, order letters can be produced; claims for outstanding items could be made; receipts could be matched with the relevant order and part receipts are also catered for. Budgets records and full details of suppliers could be held in the system. Orders could be collected by suppliers. It has a very powerful English-like enquiry language, which allows reports to be produced from any piece of information in Heritage system.

Furthermore, it has back-up facilities (tape streamer fast and efficient). Data set is for 200,000 plus accession records (and growing) and fully keyworded.

BOOKSHELF is the UK's leading library management system, designed, developed and supported by professional librarians: It is a fully integrated and comprehensive system with a bibliographic database, which can meet the demands of all types and sizes of libraries (34). This project started in 1985 and was funded by the British Library Research and Development.

With BOOKSHELF, all transactions are real-time which enables immediate updating of internal records. The software runs under the PICK operating system, and has four complete ranges of modules. They are Acquisitions, Cataloguing, Circulation and Serials Control. Every module has related user-definable parameters, e.g. location code, which provides a high degree of flexibility.

Cataloguing Module: Here record structure and the screen formats are system defined, which allows rapid and accurate establishment of catalogue. It allows many keywords to be entered and authority/thesaurus control could be used to validate data entry and support the record conversion. It allows in-house standard numbers to be assigned to many documents lacking ISBN, ISSN. Editing of existing records or data could be carried out within a couple of seconds using the catalogue maintenance menu. Database Enquiry and OPAC are integrated into the Catalogue module and allows search in a variety of formats, e.g. title, author, class mark and Boolean operands. It provides a range of options for defining and printing books, spine and bar code labels. The bibliographic database in the Catalogue module is fully integrated with Acquisitions and Circulation modules.

Circulation Module: This module may be used in providing services in the area of issuing, receiving and renewal of books. It facilitates quick collection of statistics for

management purpose, e.g. circulation and borrowers' statistics. It may be used to display items on loan, reserved and overdue and can be used to produce a comprehensive list or report within few minutes, it allows reservation to be placed on books and has facilities for chasing and trapping books. The system would automatically input, calculate fines on any reader who has overdue books, and would quickly notify the library staff on the counter when a reader tries to borrow over the limit allowed. Reservation and overdue notices could be produced by it. The circulation module allows inventory to be taken out, which provides expansion of access points for better services.

Acquisitions Module: It is designed to cope with the real processes involved in ordering and receipt of materials. This module could interact with the cataloguing module via Catalogue Enquiry menu, thus providing direct immediate access of information relating to items on order. Cancellation of orders can automatically update the budgetary information held in order file. It has a comprehensive budget control menu which provides details of monies committed spent and remaining, against any number of charge code. Order can be chased and claim notices can be produced and printed for items not yet received. In addition to all this, it facilitates production of orders statistics. An accession list of selected items could be printed out.

Serial Module: Is a fully integrated system allowing for management of the ordering, receipt, cataloguing and circulation of single and multi copies of periodicals. It has a flexible menu which allows registration and claiming of serials issues. Cancellation of serials order can be done via Issue Registration.

Under the system, a variety of information is held in the serials control module, including holdings and location details, sorting, binding and photocopying instructions, order, suppliers and budgetary details.

All the four modules are designed for use with any library stocks, such as monographs, pamphlets, reports, sound recordings, pictorial materials, etc.

The Supplier (Specialist Computer Systems and Software Limited) is a reputable company and offers a variety of continuing support needs in the area of training, installing, equipment repair and sale of hardware and software. Training costs are additional to the system price.

6.4.3 **ALS (Automated Library System Limited): An Overview**

The ALS system includes central hardware and software, PCs, network control hardware and software and other auxilliary hardware and software(35). The central facilities can be shared with library packages, i.e. Circulation, Cataloguing, Acquisitions, or can be stand-alone. The size of the system can be tailored to both large-scale and small-scale networks.

Maintenance of all hardware and software can be provided on a 24 hour and seven days a week basis.

Cataloguing system: It can serve all needs in depth. Database building allows the entering of brief bibliographic details taken from stock held - from library sytem or mainframes or from the catalogue. Catalogue expansion can be used to collect the best available bibliographic informaiton on the title as soon as the

identity, e.g., ISBN is clear; allows search request and loading of authoritative records in standard MARC exchange formats. It supports exchange by magnetic tape, diskette, CD-ROM or on-line links. Allows the use of authority file for maintenance of standards in authors and subject terms presentation. It also allows full-depth MARC records to be viewed and edited. The system offers access control by person - using designate badge for access and it gives library access to the best bibliographic information about its stock. Has flexible and friendly retrieval methods for library staff and users. It gives six access points for retrieval of information, i.e. author, title, class mark, subject, ISBN, etc. The system has enhanced public access for storage of knowledge - index search available by library designed screen presentation and 'Help' text for self-taught use of the terminals is also available.

Circulation System: Allows issue and returns to be carried out using screen terminals with a light pen or hand-held scanner. The system can scan the borrowers' file for details of over-borrowing, fine and allow traps and warnings. Reservations can be carried out and stock can be accessioned and linked to the catalogue. Borrowers can be registered easily.

The system offers ready-made and comprehensive information for the efficient management of the library's service to its users. For example, regular periodical statistics, warning reports on stock, financial analysis, overdue notices, etc., can be printed out in the library's own style. All databases files in circulation system are designed for fast direct access to stock, which provides regular statistics for the management of file space. The ALS circulation has a wide range of functions and features which gives library staff full involvement in achieving all these results.

Acquisition System Allows stock selection to be done by loading on the database, the bibliographic listings offered by national libraries, publishers and booksellers in machine-readable form. Records can be input manually and it allows replacement of listings. Requisition can be carried out on screen by supplying full details. The system files can maintain details of approved suppliers. Ordering can be organised by scanning approved requisition and order forms can be printed out. Online ordering is available and delivery can be forecasted at the time of ordering. It also has option for showing full or part order. Invoicing can be recorded by the system with links to the related requisition and allows budget adjustment to be done. Full range of reports on physical and financial details can be provided to support management decision on acquisitions. It offers restricted access control to financial transaction through proper authorisation to staff by the use of a designated badge for access. Database can be copied to the catalogue at the time of ordering or at the time of delivery.

The system has enhanced facility which allows detail of stock on order to be viewed and allows automatic accessioning of new purchases.

6.4.4 DYNIX: An Overview

Dynix was developed in August, 1983 and. It is being marketed in UK by Universal Computer Limited (UCL).

Dynix Marquis is compatible with bibliographic record services, book jobbers and other automation systems that output MARC records. It has five modules, namely: Catalogue maintenance, Circulation, Public Access, Serials and Acquisitions modules. Dynix is a fully integrated library system and it is easy to use.

Marquis Circulation (CIRC) System: would enable librarians to keep track and manage library collections and borrowings effectively. A borrower could be identified by locating the borrower's code, searching the borrower database and entering the ID number is done manually. The basic procedures include fast registration of borrowers, check-in and check-outs, renewal of books, borrowers' blocks and notes, making and filling hold request, item editing, interlibrary loan tracking and borrower's maintenance. Circulation statistics and reports such as amount of unpaid fines, number of fines levied, number of missing or lost items and borrower's statistical information could be collated and printed out. Automatic overdue/clearance notices can be produced and inventory of library stock could be done.

Marquis Cataloguing (CAT): CAT provides a powerful full-screen editor for maintaining a bibliographic database with editing features. It allows records for all types of media to be stored in the databases. Access to records could be done through title, author, ISBN/ISSN, LCCN, subject list, etc. For quick reference when performing cataloguing duties, CAT allows librarians to update, merge, create and delete bibliographic records. It also allows authority records to be linked to bibliographic records (using SEE and SEE ALSO references). CAT maintains and handles any MARC formats including books, serials, film and other audio-visual materials. It has interfaces to CD-ROM and external databases.

Marquis Acquisitions: It is designed to accommodate acquiring all types of items. The system provides the following functions: pre-order searching, ordering of items, receipt of orders, tracking orders, fund accounting. Marquis also tracks the history of all events relating to receipt, invoice entry and payment of purchases, order line items. It allows the processing of management-related task

such as creating standing orders, creating an order file in basic format for electronic, creating catalogue bibliographic and item entries at order time.

Librarians could identify the items received by selecting from a list, searching for the title keyword or by entering the title's ISBN/ISSN. Marquis acquisitions facilitates maintenance of purchase accounts and statistics, which could be collated and printed out. Vendors performance could be monitored, and their information could also be maintained and edited.

Marquis Serials: Is designed to check in and control serials. During checking in of serials, librarians would be able to identify the title, choose the media type, verify prediction of issues and can enter the number of copies received (36). Also holding could be updated easily. Printing of workslips, routing slips and spine labels could be carried out. The serials control menu allows librarians to define subscriptions and manage their associated properties. Thus, Marquis serials automatically generate claims to be mailed to the vendor and the claims could be reviewed online before printing them. It could determine when the title's issues should be bound.

6.4.5 SYNEY PLUS: An Overview

Syney Plus is a modular system, designed exclusively for use in special libraries. This system automates all cataloguing, serials management, circulation, acquisitions and MARC processing functions. The features are rich and are fully integrated.

Acquisitions Module: The module handles pre-order searching, ordering, receiving and claiming of serials and monographs direct from the library system to the supplier.

Orders could be copied and amended quickly. It allows ordering procedure to be done on screen promptly. Secondly, claims letters could be printed out for outstanding orders. Currency conversion is also possible. It can update status of orders records. Furthermore, financial management reports and supplier performance analysis could be generated when needed.

Cataloguing Module: Is the heart of the automated library system; it is used to build and maintain the database used by the other modules. On-line storage of records and real-time updating of records could be done. The system maintains authority control menu, which allows flexible search to be carried out. The inventory control features of this module allows inclusion of status and easy location of information about individual copies. Also security system controls exist, which is accessed at user function or item level. Catalogues could be printed out by class number, title, authority or title/authority sequence. The system could also be used to produce audit reports, statistics on cataloguing activity and Current Awareness Bulletins, inventory status (e.g. missing items). Moreover, it facilitates production of book labels for new titles and amendment of records could be carried out easily.

Circulation Module: It is designed especially to accommodate the needs of special libraries by reflection of the structure of the organisation and by allowing the library to monitor and track materials being used. It also has facilities for registration of borrowers. Ordinary standard numeric barcode labels facility is available, which could be used to identify both books and borrowers. Checking in and checking out of books could be done quickly. The module could display any 'trap', do place reservation on books. Status enquiry is also available. With it, librarians could produce users' notices, such as

overdue, clearance, reservation, etc. and management reports could be produced and printed out.

Serials Control Module: The serials module is capable of automating completely the labour intensive task of managing serials subscriptions (37). The module's function includes serials ordering, forecasting delivery date, receiving, renewing, claiming, processing invoices for serials, routing (journal circulation) and producing a comprehensive statistical and management reports, (e.g. audit list, subscription list, invoice details, chargeback details, etc). It has supplier interface that could speed up order transactions, which reduces paperwork. On-line abstracts could be created.

6.4.6 LIBERTAS: An Overview

LIBERTAS is designed as a complete integrated system, giving librarians precise management tools and users direct access to a wide range of information functions and sources. This integrated library system is being marketed by SLS (Information Systems) Limited, based in Bristol in the UK. LIBERTAS is a highly parameterised system which provides libraries of all types, the flexibility to be able to tailor the system specifically to local needs (38). It has six modules, namely: Cataloguing, Inter-library Loans, Public Access, Serials Control, Acquisitions and Circulation Control module. The main features of the system concerning cataloguing, acquisition, serials control and circulation module are discussed below:

Acquisitions: The module provides control over acquisition of both monographs and serials. LIBERTAS Acquisitions module allows all orders to be entered against user-defined funds which would provide librarians with up-to-date clear picture of a library's budget. Moreover, it provides

facility for complete maintenance of orders file. Orders file can be created by inputting all bibliographic information relating to orders, i.e., type of orders, supplier's name/code, total number of copies ordered, price, etc. This bibliographic details would be kept in the orders file. Separate details for each supplier are also maintained in a supplier file.

A unique order number would automatically be allocated by the system to new order records when created. LIBERTAS allows automatic or manual renewal of existing subscription orders. It also has facility for predicting automatically due dates of the first and subsequent part of a subscription to be received. LIBERTAS Acquisition provides the facility for monitoring and controlling the expenditure at several levels. It maintains details of all invoices received and payments made to ensure proper accounting.

Cataloguing Module: It provides facilities needed to carry out cataloguing and also ensures that the catalogue records are maintained. LIBERTAS Cataloguing module provides the following functions: Online authority control, word processor-style editing, optional full MARC structure, production of management information and allows online updating of authority file.

Serials Module: Serials module is fully integrated with acquisitions, cataloguing, circulation and public access catalogue. Complete serials subscription records are maintained. It allows automatic or manual renewal of existing subscription orders, facilities for prediction of due date for first and subsequent part or orders received, changes of volume/part format can be incorporated into the prediction control and has capacity for performing serials check speedily and easily. Serials module allows both automatic or manual claiming and cancellation of parts of orders.

Furthermore, it has enhanced facilities for searching and retrieving information in more than one format for volume/part. LIBERTAS Serials module has incorporated specification and control of binding of the serials. It allows chasing and receipting of binding operation and maintains binding record.

Circulation Module: LIBERTAS Circulation function provides easy access to information through enquiries menu, flexible management of circulation and comprehensive management information could be collated and produced in printed form. A catalogue search relating to a borrower enquiry or item enquiry can be carried out. It allows reservation of books and examination of the reservation queue on any particular book could be easily carried out. Staff numbers/pay roll number with the borrower's status check, reports on reserved book awaiting collection, outstanding recalls and fines, loans, summary of notices to be sent out could be produced. Finally, it maintains a historic record for each loan.

6.5 COMPARISON OF THE SELECTED SOFTWARE PACKAGES

To be able to select the best software package for the computerisation of ASCON library project, there is the need for the comparison and assessment of the six software packages that have been selected above.

In doing this, the basic functions that a package should be able to carry out are identified, listed out and tabulated. Against these basic requirements, the six packages are going to be assessed and compared. Thus, where a particular package can perform a particular function under the following housekeeping chores - Orders and Acquisitions, Serials Control, Circulation and Cataloguing - then Yes (Y) is recorded against the package. On the other hand, where it cannot, No (N) is recorded.

TABLE 6.2: HARDWARE FOR THE SYSTEMS

PACKAGE	HARDWARE/OPERATING SYSTEM
1. Heritage	Runs on standard IBM compatible personal computers 9 386 or 486 machine
2. Bookshelf	Runs under the PICK operating system e.g. ALTO, PRIME, OLIVETTI
3. ALS	Uses combination of micro and minicomputers
4. DYNIX	Runs under the PICK operating system, eg ULTIMATE, PRIME
5. SYNEY	Runs on IBM PCs and compatibles running the MS DOS operating system
6. LIBERTAS	Runs on the full range of Digital VAX and Micro VAX computers and the Open VMS operating system

Source: From information Brochures sent to me by the suppliers of the systems, July 1993

6.5.1 PRICE LIST FOR SELECTED SOFTWARE AND HARDWARE PACKAGES

1. Heritage (as at 1993)

Hardware

2 user Heritage	£2,400
Incremental addition of users	£300

Software

Per module	£500
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Other interfaces, e.g.

Whitaker Bookbank Data	£145
BNB Data	£145
etc.	

Maintenance

Standard support service p.a.	£450
Modern support service p.a.	£650

2. Bookshelf (as at 1989)

Hardware

Up to 8 users: from	£7,000
Up to 20 users: from	£15,000
Up to 60 users: from	£40,000
Over 60 users: from	£150,000

Software

Up to 8 users: from	£2,000
Up to 20 users: from	£4,000
Up to 60 users: from	£6,000
Over 60 users: from	£10,000

Maintenance

15% p.a.

3. ALS (Automated Library System) (as at 1989)

Hardware

£40,000 upwards

Software

£7,000-£9,000 per module

Maintenance

12% p.a.

4. **DYNIX (as at 1989)**

Hardware £35,000 upwards
Software £12,000 (cataloguing and circulation modules)
Maintenance
 12-14% p.a.

5. **SYNEY (as at 1989)**

Software	PC	VAX
Base system:		
Cataloging/inquiry	£1,500	£10,000
Circulation	£2,000	£3,000
Acquisition	£3,750	£3,000
MARC record interface	£750	£1,500
TOTAL	£10,500	£21,000
Stand-alone serials system		£3,750 £12,500

Price for a multi-user networked system is based on a single user price with additional charges per workstation

Maintenance

12% p.a. of software cost

6. **LIBERTAS (as at August 1993)**

Hardware

from £20,000 upwards

Software

20 user system	£20,000
40 user system	£40,000
i.e. about £1,000 per user system	

Maintenance

12.5% p.a.

- Sources:
1. LEEVES, Juliet. Library systems: a buyer's guide. 2nd ed. 1989
 2. Information Brochures from the suppliers

6.5.2 Orders and Acquisitions Control

FUNCTIONS

Ordering	HERITAGE	BOOKSHELF	ALS	SYNIX	SYDNEY	LIBERTAS
1. Online entry of data using formatted screens and/or prompts	Y	Y	Y	Y	Y	Y
2. Pre-order searching and notification of duplicates	Y	Y	Y	Y	Y	Y
3. Provision for creating bibliographic records for orders	Y	Y	Y	Y	Y	Y
4. System-generated date for orders, order number, etc.	Y	Y	Y	N	N	Y
5. Suppliers data (e.g. name, address, etc) held on system (i.e. provision for maintenance of suppliers' records)	Y	Y	Y	Y	Y	Y
6. Provision for different types of orders, e.g. serials, monographs, audio-visual, government publications	Y	Y	N	N	Y	Y
7. Searching external databases:						
a. to transmit orders direct to suppliers	Y	N	Y	Y	Y	Y
b. to download bibliographic data	Y	N	Y	Y	Y	Y
8. Facility for collating orders by supplier(s)	Y	Y	Y	Y	Y	Y
9. Producing printed orders straight from the system	Y	Y	Y	Y	Y	Y

10.	Possession of means for inputting reports from orders records	Y	Y	Y	Y	Y	Y
11.	Display of total cost or order if more than one copy	Y	Y	Y	Y	Y	Y
12.	Provision for cancellation of orders automatically	Y	Y	Y	Y	N	Y
13.	Free text message on orders	Y	Y	Y	Y	Y	Y

Budget Control

1.	Warning if funds are about to be exceeded	N/S	N	Y	Y	Y	Y
2.	Immediate updating of fund information on funds committed to spend	Y	Y	Y	Y	Y	Y
3.	Provision of detailed information on how money is spent: on screen or printed form	Y	Y	Y	Y	Y	Y

Receipting

1.	Simple reordering of receipts with minimum number of key strokes and immediate update of status of record	Y	Y	Y	Y	Y	Y
2.	Retrieve record on a number of keys, e.g. order number by supplier(s), title etc.	Y	Y	Y	Y	Y	Y
3.	System generated date received (forecasting delivery)	Y	Y	Y	Y	N	Y

4.	Allows recording of invoice details	Y	Y	Y	Y	Y	Y
5.	Facility for recording partial receipt of items	Y	Y	Y	Y	Y	Y
6.	Provision for addition of location and other item data prior to cataloguing if required	Y	Y	Y	Y	Y	Y
7.	Linkage with other module like cataloguing module	Y	Y	Y	Y	Y	Y
8.	Facility to create accession records	Y	Y	Y	Y	Y	Y

Claiming

1.	Facility to chase orders not yet received	Y	Y	Y	N	N	Y
2.	Specification of claim period by supplier, and modification on individual orders	Y	Y	Y	N	N	Y
3.	Notification of overdue items for claiming by library or automatic claiming function	Y	Y	Y	N	Y	Y
4.	Library defined claim notices and texts	Y	Y	Y	Y	Y	N

Fund Accounting

1.	Provision for variable funds/cost centres	Y	Y	Y	Y	Y	Y
2.	Calculation of committed and actual expenditure against total fund	Y	Y	Y	Y	Y	Y
3.	Provision of currency conversion	Y	Y	Y	Y	Y	Y

4.	Invoice processing and payment authorisation	Y	Y	Y	Y	Y	Y
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Enquiries

1.	Online enquiry of order file by author, title, order number, etc. for detailed order information	Y	Y	Y	Y	Y	Y
2.	Indication of 'on-order' status on catalogue	Y	Y	Y	Y	Y	Y

Reports and Statistics (production)

1.	Orders made	Y	Y	Y	Y	Y	Y
2.	Outstanding orders	Y	Y	Y	Y	Y	Y
3.	Fund report	Y	Y	Y	Y	Y	Y
4.	Analysis of supplier performance*	Y	N	Y	Y	Y	Y
5.	Analysis of expenditure by supplier*	Y	Y	Y	Y	Y	Y
6.	Accession list	Y	Y	Y	Y	Y	Y

6.5.3 Cataloguing Control

FUNCTIONS

Cataloguing

	HERITAGE	BOOKSHELF	ALS	DYNIX	SYDNEY	LIBERTAS
1. Online creation of records using formatted screens and/or prompts	Y	Y	Y	Y	Y	Y
2. Library defined data fields and display	N	N	N	Y	N	Y
3. Provision for entering records in MARC format	N	N	Y	Y	Y	Y
4. Provision for loading external MARC records, by tape or downloaded from database	Y	Y	Y	Y	Y	Y
5. Check for duplicates and facility for adding new copies on the record	Y	Y	Y	N	Y	Y
6. Facility for editing and amending records with minimum of retyping	Y	Y	Y	Y	Y	Y
7. Provision for transferring or updating/upgrading order records	Y	Y	Y	Y	Y	Y
8. Adequate facility for different types of materials (e.g. monographs, government publications, serials and audio-visual)	Y	Y	N	Y	Y	Y
9. Provision of adequate access points for easy retrieval of information	Y	Y	Y	Y	Y	Y
10. Facilities for online authority control records*	Y	Y	Y	Y	Y	Y

11.	Automatic conversion to MARC on input and output*	Y	Y	Y	Y	N	N
12.	Provision to receive data from CD-ROM products like Whitakers and BNB	Y	Y	Y	Y	Y	N
13.	Facilities to record and maintain full bibliographic details of items, like typical catalogue record, i.e. including ISBN, classmark, title, author, collation, imprint, medium (book, a/v, serials ...)	Y	Y	Y	Y	Y	Y
14.	Facility for generating 'in-house' number when no ISBN/ISSN is provided	Y	Y	N	N	N	N
15.	Provision for catalogue print-outs and reports production	Y	Y	Y	Y	Y	Y
16.	Facility for producing book, spine, and bar code labels	Y	Y	N	Y	Y	N

Access and Catalogue Provision

Online Access

1.	Online access for staff and public enquiry	Y	Y	Y	Y	Y	Y
2.	Provision of database enquiry and OPAC as integrated part of catalogue	Y	Y	Y	N	Y	Y
3.	Library-defined indexes for staff and/or public	Y	Y	Y	Y	Y	Y

4.	Self-teaching menu-driven facility for public; provision of more sophisticated facilities for staff (e.g. input of commands)	Y	Y	Y	Y	Y	Y
5.	Library-defined displays	Y	Y	Y	Y	N	Y
6.	provision for keywords and phrases searching	Y	Y	Y	Y	Y	Y
7.	Direct display of record if only one match	Y	Y	Y	Y	Y	Y
8.	Display of copy/status information through minimum number of screens: staff access to more detailed loan information not available to public (e.g. borrowers or reservation information (or via circulation enquiry)	Y	Y	Y	Y	Y	Y
9.	Full index display, if no match	Y	Y	Y	Y	Y	Y
10.	Provision for browsing forwards and backwards in the index and/or cataloguing when searching for information	Y	Y	Y	Y	Y	Y
11.	Facility for library-defined help messages (*context-specific help)	Y	Y	Y	Y	Y	Y
12.	Facility to place reservations on items out of the library by public if required and for public; to display own borrower information, e.g. books on loan.	Y	Y	Y	Y	Y	Y

Hard Copy

1.	Provision for COM, cards printed catalogue and listings	Y	Y	Y	Y	Y	Y
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2.	Provision for a variety of sequences	Y	Y	Y	Y	Y	Y
3.	Layout etc. - library-defined	Y	Y	Y	Y	Y	Y

- * Using
- Boolean searching
 - Truncation of search items
 - Search qualifiers
 - Searching one location or all
 - Different views of catalogues to type of users
 - Off-site access to catalogue

6.5.4 Serials Control

FUNCTIONS

Ordering

	HERITAGE	BOOKSHELF	ALS	DYNIX	SYDNEY	LIBERTAS
1. Pre-order searching to confirm if title is on serial file	N/A	Y	N/A	Y*	N	Y*
2. Creation of orders online using formatted screen/prompts	N/A	Y	N/A	Y	Y	Y
3. System-generated date of order, order numbers, etc.	N/A	Y	N/A	Y	Y	Y
4. Provison of supplier data and for entering one-off supplier	N/A	N	N/A	Y	Y	Y

5.	Facility for renewal of subscription	N/A	Y	N/A	Y	Y	Y
6.	Facilities for entering frequency, volume, issue information which would enable system to predict forthcoming issues	N/A	Y	N/A	Y	Y	Y
7.	Facility for production of printed orders on supplier order at library-defined time	N/A	Y	N/A	Y	Y	Y
8.	Provision for library-defined text, with free text message for suppliers	N/A	Y	N/A	Y	Y	Y
9.	Facilities for updating the fund records	N/A	Y	N/A	Y	Y	Y
10.	Facilities to input reports from suppliers	N/A	Y	N/A	Y	Y	Y

Check-in

1.	Facilities to retrieve record through a variety of keys	N/A	Y	N/A	Y	Y	Y
2.	Provision to display issues expected, check-in received issues by single keystroke if correct	N/A	Y	N/A	Y	Y	Y
3.	Provision for partial receipts	N/A	Y	N/A	Y	Y	Y
4.	Facility for viewing other predicted issues if issue in hand is not issue expected; provision for entering issues not predicted, e.g. index or supplement copy	N/A	Y	N/A	Y	Y	Y
5.	Facilities to amend and update records of library serials holdings	N/A	Y	N/A	Y	Y	Y

6.	Facility to check-in multiple copies	N/A	Y	N/A	Y	Y	Y
7.	Facility to produce routing lists individually for titles checked-in, or at the end of check-in process	N/A	Y	N/A	Y	Y	Y

Routing

1.	Facility to create and maintain routing lists for specific copies of serials	N/A	Y	N/A	Y	Y	Y
2.	Provision of online access to lists by serials title, for list of recipients, or by recipient, for list of titles routed	N/A	Y	N/A	Y	Y	Y
3.	Facility for placing a recipient name with a new name on all lists	N/A	N	N/A	Y	Y	Y
4.	Priority levels for individuals on routing lists	N/A	Y	N/A	Y	Y	Y
5.	Facility to merge routing lists, or change routing lists, if partial receipt of copies	N/A	N	N/A	Y	Y	Y

Claiming

1.	Facility to identify missing or overdue issue based on predicted expected issues, together with library-defined claim period (by title or supplier)	N/A	Y	N/A	Y	Y	Y
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2.	Notification of overdue or missing issues for claiming by library or automatic claiming	N/A	Y	N/A	Y	Y	Y
3.	Library-defined text and frequency of claims	N/A	Y	N/A	Y	Y	Y

Binding

1.	Facility to indicate titles ready for binding, e.g. by specifying issue/volume number	N/A	Y	N/A	Y	Y	Y
2.	Pick list of items ready for binding	N/A	Y	N/A	Y	Y	Y
3.	Facility to provide binder details	N/A	Y	N/A	Y	Y	Y
4.	Provision of binding instructions, e.g. colour, lettering, etc.	N/A	Y	N/A	N	Y	N
5.	'Binding' location reflected system	N/A	Y	N/A	Y	Y	Y

Fund Accounting

1.	Provision of fund/cost centres for allocation of total fund, and committed and actual expenditure	N/A	Y	N/A	Y	Y	Y
2.	Facility for currency conversion	N/A	Y	N/A	Y	Y	Y
3.	Facility for invoice processing and payment authorisation	N/A	Y	N/A	Y	Y	Y

Enquiries

	HERITAGE	BOOKSHELF	DYNIX	ALS	SYDNEY	LIBERTAS
1. Facility to access the serials records through variety of keys for serials information such as holdings; issues expected; received; missing/overdue and claims.	N/A	Y	N/A	Y	Y	Y

Reports and Statistics

1. Production of standard reports relating to missing/overdue issues and claims, etc. renewal of subscriptions; supplier performance and fund reports	N/A	Y	N/A	Y	Y	Y
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* Links to acquisitions module for ordering activities

6.5.5 Circulation Control

FUNCTIONS

Issue

2. Facility for fast, accurate input of borrower and item number, by bar code laser, light pen or other reader or by keyboard	Y	Y	Y	Y	Y	Y
3. Facilities to perform borrowers checks: not registered/entitled to borrow; expired; system generated traps, e.g.						

	loan entitlements, fines limit; traps input by library staff; other borrower traps, e.g. incomplete record, missing or stolen ticket	Y	Y	Y	Y	Y	Y
4.	Facilities to input borrower messages, e.g. reservation awaiting collection, note on borrowers' record	Y	Y	Y	Y	Y	Y
5.	Provision for easy item checks: non-loanable category, reserved (for another borrower); not on system; missing or other item flag; already on loan (i.e. not previously discharged)	Y	Y	Y	Y	Y	Y
6.	Provision for over-ride options for borrower/item checks	Y	Y	Y	Y	Y	Y
7.	Facility to set loan period: variable according to borrower and item category; putting into account-closed dates and opening/closing hours (for long and short loan)	Y	Y	Y	Y	Y	Y
8.	Facility to display due date/time on screen and print out overdue notice and ability to modify due date	Y	Y	Y	Y	Y	Y
9.	Provision for real-time update of borrower and item record	Y	Y	Y	Y	Y	Y

Return

1. Facility to input item number for fast return using bar code, laser or light pen or by key-board	Y	Y	Y	Y	Y	Y
2. Facilities to carry out item checks for:						
- overdue and calculations of fine	Y	Y	Y	Y	N	Y
- reserved, with display of requesting reader and generation of notification of availability	Y	Y	Y	Y	Y	Y
- item not on system (for creation of data record)	Y	Y	Y	Y	Y	Y
- missing or other item flag	Y	Y	Y	Y	Y	Y
- wrong location, with routing facility	Y	Y	Y	Y	Y	Y
3. Real-time update of borrower and item record, facility to indicate status as newly-returned	Y	Y	Y	Y	Y	Y

Renewal

1. Facility for remote renewal, i.e. to input numbers by keyboard	Y	Y	Y	Y	Y	Y
2. Facilities to carry out borrower and item checks, i.e. for re-issue; setting raps for overdue, reserved or recalled						

	item; and to over-ride options; maximum renewal limit	Y	Y	Y	Y	Y	Y
3.	Provision for retention of fines for overdue items	Y	Y	Y	Y	N	Y
4.	Calculation of renewal periods by borrower and item category: separate renewal load periods	Y	Y	Y	Y	Y	Y
5.	Facility for non-renewable	Y	Y	N	N	N	Y

Fines

1.	Provision for calculation of fines by borrower and item categories, ability to exclude certain borrower categories from fines	Y	Y	Y	Y	N	Y
2.	Facility to calculate fines on an hourly or daily basis (especially short loan), putting into account due dates; and times of opening and closing; incremental fine rates	Y	Y	Y	Y	N	Y
3.	Allows payment of fines in part or in full, using return function or by direct access to fines (i.e. without re-accessing borrowers' record	Y	Y	Y	N	N	Y
4.	Provision for processing fees and replacement costs	N	Y	Y	Y	N	N

5.	Facility for maximum fine by borrower/ item category	Y	Y	Y	N	N	Y
6.	Facility for special fine rate for overdue items being recalled	N	N	N	Y	N	N

Reservations

1.	To identify requested item by all normal search keys or by transfer from enquiry function	Y	Y	Y	Y	Y	Y
2.	Facility to identify borrower by number or name	Y	Y	Y	Y	Y	Y
3.	Facility to place reservations on all copies, branch/site copies, with automatic cancellation of reservations on other copies once all reservations satisfied	Y	Y	Y	Y	N	Y
4.	Facility to place reservations on certain types of material only, or to exclude certain types from reservations	Y	Y	Y	Y	Y	Y
5.	Provision for placement of reservation on all copies, with no cancellation (i.e. when all copies are required for library processing)	Y	Y	Y	Y	Y	Y
6.	Facility to indicate other copies available in the library when reservation is placed on an item	Y	Y	Y	N	Y	Y

7.	Provision for maintenance of borrowers' queue for multiple reservation, and facility to change the order of the queue (i.e. to give preference to some borrowers on the queue; and automatic reduction of loan period when several reservations are placed on an item	Y	Y	Y	Y	Y	Y
8.	Facility to generate recall notices, with reduction of loan period when necessary	Y	Y	Y	Y	Y	Y
9.	Production of reservation notices for request item on return, indicating date of collection	Y	Y	Y	Y	Y	Y
10.	Facility to input expiry date on uncollected reserved item	Y	Y	Y	Y	Y	Y
11.	Provision for cancellation of reservations	Y	Y	Y	Y	N	N
12.	Facility for library-refined reservations	Y	Y	Y	Y	N	Y

Borrowers' File

1.	Facility for registration of borrowers	Y	Y	Y	Y	Y	Y
2.	Provision for online input and amendment of borrowers' details	Y	Y	Y	Y	Y	Y
3.	Facility for library-defined borrower fields	Y	Y	Y	Y	Y	Y

4. Provision of easy access to borrower's file by ID card number or by name (surname)	Y	Y	Y	Y	Y	Y
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Enquiries

1. Facility to access borrower records by name or ID card number for details of items on loan, renewed, overdue, fines details and reservation details	Y	Y	Y	Y	Y	Y
2. Access item record by all normal search keys for details by copy, of loan status - if on loan, details of loan, including borrower, reservation details for items	Y	Y	Y	Y	Y	Y

Notices

1. Facility to generate notices for: overdue; fines/fees; reservations; recalls; invoices, special notices	Y	Y	Y	Y	Y	Y
2. Library-defined frequency and text of notices	Y	Y	Y	Y	Y	Y

Reports and Statistics

1. Provision for generation of reports and statistics relating to circulation transactions, including: issues, returns, renewals by branch/site on a daily,						
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monthly, quarterly and annual basis; breakdown of statistics of borrower/ items category	Y	Y	Y	Y	Y	Y
2. Production of reports relating to fines, reservation, overdue, etc.	Y	Y	Y	Y	Y*	Y
3. Facility for production of other library defined management information/ report	Y	Y	Y	Y	Y	Y

Parameters

1. Facilities for online access with system to all library parameters for input/ updating records by authorised staff	Y	Y	Y	Y	N	Y
2. Facility to allow input of library- defined values for a variable number of borrowers and item categories for definition of loan, renewal and fines policies, including: loan periods (borrower/item)s; loan entitlements (borrower/type of material); fines and renewal limits (borrower/item) and grace periods	Y	Y	Y	Y	N	Y
3. Reservations: facility for definition of loan period reduction; length of time for reservation held	Y	Y	Y	Y	Y	Y

Fund Accounting	4	4	4	4	4	4	4
Enquiries	2	2	2	2	2	2	2
Reports & Statistics	6	6	5	6	6	6	6
TOTAL	41	40	37	41	36	36	40

CATALOGUING

Cataloguing activities	16	14	14	12	14	12	12
Access and Catalogue provision online	12	12	12	12	12	12	12
Hard copy	3	3	3	3	3	3	3
TOTAL	31	29	29	27	28	26	27

SERIALS

Ordering	10		9	N/A	10	9	10
Checking-in	7		7	N/A	7	7	7
Routing	5		5	N/A	5	5	5
Claiming	3		3	N/A	3	3	3
Binding	5		5	N/A	4	5	4
Fund Accounting	3		3	N/A	3	3	3
Enquiries	1		1	N/A	1	1	1
Reports & Statistics	2		2	N/A	2	2	2
TOTAL	36	-	35	-	35	35	35

CIRCULATION

Issue	8	8	8	8	8	8	8
Returns	7	7	7	7	7	6	7
Renewals	5	5	5	4	4	3	5
Fines	6	4	5	5	4	0	4
Reservations	16	16	16	16	15	13	15
Borrower's file	4	4	4	4	4	4	4

Enquiries	2	2	2	2	2	2	2
Notices	5	5	5	5	5	5	5
Parameters	4	4	4	4	4	1	3
TOTAL	57	55	56	55	49	41	53

Note: T/V = total Value for Function

It could be seen from all the tables together that Heritage and Bookshelf packages are able to perform greater number of functions than the remaining four. Although no package was able to score 100% all through, the two performed much better. Secondly, since the two can run just like the remaining four, on IBM compatible, which are readily available in Nigeria, they are better.

Moreover, since it would be better to start the implementation gradually (as I have argued under the implementation strategy in the following section) the library in implementing the computerisation programme should start with the Cataloguing and Reference and Circulation sections first. Since both Heritage and Bookshelf can handle most if not all of the functions or activities that are needed to be carried out under the ALS; -Automated Library Systems, they also recommend themselves well.

The question arises further as to which of the two should be picked? Heritage is the modernised successor of Bookshelf and for this reason the former has more advantages over the latter in some respects. For example, some important functions which Heritage has and which the anticipated ASCON automated library system need very well, Bookshelf does not have. These include provision for searching external databases which allows orders to be transmitted directly to suppliers. Secondly, Heritage can download bibliographic data of titles, which Bookshelf cannot, e.g. Heritage can receive data from CD-ROM products like Whitaker and BNB, freeing librarians from the labour intensive and time consuming task of searching for bibliographic details of titles and of cataloguing stock. Thirdly, interestingly enough, the new version, Heritage is cheaper.

But what is the cost implication of this recommendation?

Since the library will start with two sections, the cost profile is as follows:

i Hardware		
	2 user Heritage	£2,400
	7 additional ones for users and staff at the rate of £300 = per one 7 x 300	£2,100
ii Software		
	Cataloguing module	£500
	Circulation module	£500
iii Other interfaces		
	Whitakers Bookbank Data	£145
	BNB Data	£145
iv Maintenance		
	Modern support service	£650
v Four computer science graduates (who will assist in overseeing the implementation of the automation.) Salary at the rate of £1,000.00 per graduate per annum = £1,000 x 4		
		£4,000
	TOTAL	£10,440

Therefore to automate the two sections mentioned above in ASCON Library as the first step is the complete automation of the library it would cost an initial sum of £10,440 which is N522,000.

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CHAPTER 7

IMPLEMENTATION STRATEGY

7.1 IMPLEMENTATION STRATEGY

This study has been able to identify some major problems facing the library system in ASCON; it went ahead to recommend that the best solution out of many possible others is the computerisation of the library's activities. But how is the library going to implement this recommended solution?

There are many issues involved in the computerisation of the library; and these need to be discussed so as to assist the College in implementing the automation programme.

Immediately, I resume work after this MA/MSc Library and Information Studies course, I shall submit a report on the programme which would include a copy of this dissertation to the College Librarian. He, together with other senior officers would study the documents and based on this, library would be in a better position in considering the issue of computerisation of its system. The good thing about this dissertation is that it reveals the present problems affecting the manual system; and the reasons why computerisation should be implemented. Below, I discuss the strategy which would assist the library and indeed the College in implementing the recommended solution.

7.1.1 Appointment of a Library Automation Project Leader

A project manager who should be a senior staff of the library should be appointed to direct the project and head a project planning team. The team should be made up of the following members:

- the College Librarian (Project Manager)
- the six heads of sections
- senior library officer (presently in Documents section)
- the Co-ordinator and Head of Computer Services (ASCON)
- 3 Library Assistants
- 2 Systems Analysts (who should be appointed from outside the library and the College - should serve as consultants)

The work of this planning team, among others should include:

- a. analysis of the existing ASCON library operations;
- b. identification of the aims and objectives of the library in relation to the computerisation that is being planned for;
- c. review of published related literature on library and automation;
- d. conceptual design of what is desired under the automated system;
- e. determine machine configuratoin to support the system design;
- f. test and evaluation of various systems;

- g. study manpower requirements;
- h. analysis of space requirements and equipment changes;
- i. system documentation and publicity; and
- j. project management (1).

7.1.2 Feasibility Study

Essentially, the team would carry out a feasibility study of the existing system. The purpose of such a study is: "to gather, analyse and document the data needed to make an informed, intelligent decision regarding a system's practicality" (2). A good feasibility study should be made up of three important parts namely preliminary study, investigative study and the final report (3).

So therefore, at the end of such a study by the Planning Committee, a report which should include the following must be written:

- a. a short general description of the present system;
- b. the best general method of providing a solution and at least one alternative method;
- c. a description of further work required before a decision can be implemented.
- d. the cost of the present system, and an outline cost of the proposed systems;
- e. the benefits of the new systems, quantified as much as possible;

- f. implication for staff levels, space requirements and insitutional policy; and
- g. the scale and timing of the subsequent study up to implementation (4).

7.1.3 Analysis, Design and Specification

The written report should then be submitted to the library's top management and later the College's Director-General for approval. If this is given, the next thing that the library should do is a detailed critical system definition for the proposed new library system. The first step here is a re-evaluation of the objectives of the present library set up; to see whether these objectives are being met well. In addition, a description of the library's system requirements must be made which should give:

- details of the frequency of operations;
- details of machine-time and programming effort;
- details of production of master files;
- input requirements and procedures;
- proposals for processing and output of records;
- an overall summary of the system (5).

The system definition phase should then be followed by the design stage of the project; under which the different **routes** to computerisation should be critically examined so as to be able to choose a relevant and specific system. (Earlier on in this chapter, having taken into consideration many factors, the turnkey route was recommended. The Committee should follow this way.) To realise this approach, the best thing to do is to invite (through the Invitation to tender (ITT) or Request for Proposal (RFP) potential vendors or suppliers of computer

hardware and software to bid. Hyman says the purpose of the Request for Proposal is: "getting the best deal for the organisation from a supplier" (6).

The Request for Proposal which would have to be prepared by the Planning Committee should contain the following:

- i. an introduction giving objectives and scope [of automation];
- ii existing or planned facilities which will be interfaced with the new system; if appropriate;
- iii a general description of the system or equipment required referring to appendices of detailed specifications if included;
- iv a timetable for the lettering of the contract;
- v a list of desirable and mandatory requirements;
- vi an indication of the maximum amount available;
- vii details of the information required from the supplier and the date by which this is to be supplied (7).

The clean copies of the RFP should now be sent out to vendors or suppliers with a covering letter which requests:

- a. that the document enclosed is a request for a proposal;
- b. the date by which the proposal is to be received;
- c. a reference to the part of the [RFP] document which explains the required format of proposals;

- d. the required number of copies of the proposal;
- e. the provision for answering questions about the RFP;
- f. the name of the person in the library to whom enquiries should be addressed and, if possible, an alternative (8).

After the vendors must have submitted their own proposals, detailed evaluation must be done so as to select the best and most appropriate. A task force appointed from among the members of the Planning Committee should do the evaluation which entails:

- reading and assessing the proposals;
- comparing the features offered with specified requirements;
- invite suppliers to discuss proposals;
- attend demonstrations (by vendors);
- assess features not demonstrated (i.e. cost, hardware, etc.);
- talk to other users (9).

After selecting a system, the Task Force should write a report which must state the evaluation criteria (e.g. subjective judgement, cost-only technique, weighted-scoring technique, cost-effectiveness ratio, least cost etc) (10) and process and then make clear recommendation. This document should be submitted to the library and indeed the College for approval. With approval of the recommended system, negotiation with the successful supplier or vendor

must start very early.

The final contract to be genuine, must incorporate:

- a. a complete, detailed list of hardware, software and/or other vendor assistance;
- b. the terms and conditions of hardware and software maintenance to be supplied;
- c. a complete, detailed calendar or schedule of times for delivery of all contracted items;
- d. a complete detailed description of the method of financing the hardware, software and other items and a schedule of payments;
- e. if desired, penalty clauses for non-delivery or late delivery of contracted items;
- f. a clear indication of who owns title to hardware and software, the resale rights of the library, and the rights of the library to modify or change software;
- g. an indication of any performance bonds which must be posted by the vendor;
- h. a description of warranties or guarantees on hardware and software and their time lengths; and
- i. the terms of final acceptance of the hardware and software by the library (11).

Another important aspect of the agreement according to Tedd is the provision that must be made of staff (i.e. location, amount, timing and the type of training the vendor will provide to various classes of ASCON library staff) (12).

7.1.4 Implementation

Immediately after it has been decided that a particular system would be used, the conversion of records from the manual system to the appropriate form and format for the computerised system, it should start on time because it takes a lot of time.

7.1.4.1 Timetable

To implement the project within a specified time limit, the Planning Committee must work out a sensible and feasible timetable setting specific deadline for the various stages of the transition period. To start, the project could be divided into phases and particular dates worked out for completing each phase of the project. The main advantage of this is that it helps in monitoring and evaluating the project at every stage.

7.1.4.2 Change Over Methods

Silver and Silver say there are possibly three ways of changing over from manual to computerised system. These are:

- i an all at once change over;
- ii parallel system operation
- iii gradual change over (13).

To Tedd, there is a fourth method: pilot operation.

All at Once Method

Under this, the manual system is replaced completely by the new automated system at a particular date.

Parallel System Operation

Both old and the new system are operated parallel for some time until when it is confirmed that new system is successful.

Gradual Change

Instead of changing immediately, the entire system is broken into many sections and each section is installed individually and when the management is convinced that this is working well, yet another section is installed.

Pilot Method

Under this approach, the new system is installed on a very small scale or a less busy part of the library before implementing the new system in the main library.

The Planning Committee must decide , taking into consideration the particular environment of the College, the best method to be adopted. Also after the contract has been signed, the vendor should be requested to give space layout specification which would include the physical layout for the computer hardware, furniture, etc. in the library. The space to be provided should be adequate enough and room provided for future expansion. It is only after this must have been done that the vendor is told to instal. The hardware should first be installed, checked and certified okay. Next to this, the application software should then be tested to see if it would run the hardware and carry out the expected tasks.

7.1.4.3 Staff

The beginning of a new system in any organisation has a lot of impact on the people in that organisation. The introduction of automation in the library would even multiply such impacts. Normally, library staff are very

reluctant to embrace it. Where their negative attitude is high, the project can be destroyed. Therefore, there should be extensive consultations with the entire staff by the management. Secondly, a monthly News bulletin which should enlighten staff on all aspects of the new project should be started.

7.1.4.3.1 Staff Training

One of the very important parts of the implementation phase - which would determine the success or failure of the computerisation project- is training. Therefore, there should be "a well planned, well executed orientation and training programme in the system development programme" (14). Such must:

- a. identify the people to be trained;
- b. identify the activities in the new system which will require special training;
- c. establish the required method(s) of training;
- d. prepare any training programmes which are to be run internally;
- e. arrange the schedule for the programme;
- f. conduct the programme; and
- g. review the programme (15).

7.1.4.4 Users

Since computerisation of ASCON library is primarily aimed

at improving services being offered to participants, they should also be given orientation training on the new system and how to use it. Secondly, in order to make as many potential users as possible to be aware of the new system, a publicity programme should have begun before the actual installation of the new system.

7.1.5 Funding

Computerisation requires a lot of money which the library on its own has not got. For this reason, the library must depend on the authorities of the College for the provision of funds to enable it start the project. It is therefore a must that the College should allocate separate fund different from the yearly budget of the library, to finance, maintain and develop the automation programme. To achieve this, the College Librarian should write the Director-General familiarising him with the proposal on the automation of the library and requesting for an initial fund of about N1 million to enable the library conduct the preliminary study in preparation for automation.

After this, the College should approach donor agencies like Overseas Development Agency to assist by donating the needed computer hardware and software - just as was done for ASCON Computer Centre.

7.1.6 Evaluation

After the new system must have been implemented and used for some time, the whole system must be evaluated to see whether it is meeting those objectives for which it has been set up. If there are shortcomings these must be rectified by experts - the library staff, system analysts/suppliers. The evaluation should not be carried

out by those who implemeneted the project. The best thing to do is to invite consultants outside the library so as to have an independent and objective assessment.

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CONCLUSION

Even though the ASCON library is a medium one, it is serving an institution which has the responsibility for training public officers from all levels of government in Nigeria. Furthermore, the library has been described as the best special library devoted mainly to management literature in Africa. Because of these reasons, it must not only modernise itself - so as to be able to link up with other similar libraries around the world in order to access materials for its very important users - but should become more efficient, effective and economical.

To achieve all this, the best road for the library is to computerise its activities. This solution is a very expensive and complex project which cannot be rushed into without big problems. Therefore, it must be well planned. Despite what it takes to computerise, it is very beneficial and worthwhile. It is therefore recommended that computerisation should be started as soon as possible. I believe this dissertation would contribute in its own little way to its start in ASCON library.

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INTERVIEW GUIDE

Interview guide used in interviewing all Heads of Sections in ASCON Library.

Introduction.

This interview is being conducted to gather data and information on the present manually operated library system, section by section.

- Question 1:** How many staff do you have in your section?
- Question 2:** Is the number of staff adequate?
- Question 3:** Are these staff well qualified for the work they are presently doing? If not, what are the real problems?
- Question 4:** Could you please describe in detail the current manual system in your section?
- Question 5:** Are you satisfied with the present methods and procedures of doing things in your section?
- Question 6:** If your answer to question 5 is no, kindly list out the various problems and obstacles being encountered and how.
- Question 7:** In your opinion, in spite of problems of the present system, does the present system make for effectiveness and efficiency?
- Question 8:** If not, do you approve of the idea of computerisation of the procedures in your section?

Question 9: If you support computerisation how soon do you want it to start?

Question 10: If you do not support computerisation, how best do you think the present system can be improved upon?

Thank you

B. B. E. Tologbonshe

July, 1992

***NOTE**

The guide was used in conducting interview with the following:

1. Head of Acquisition Section - Mr Ojedokun, Higher Library Officer (date of interview, 3-4 August, 1992)
2. Head of Cataloguing Section - Mr F. Gege, Assistant Chief Library (6-7 August, 1992)
3. Head of Serials Section - Mr S. A. Alu, Chief Library Officer (10-11 August, 1992)
4. Head of Press Section - Mr Oriola, Higher Library Officer (18-19 August, 1992)
5. Acting Head of Documents Section - Mr B. Obadiya, Senior Library Officer (24-25 August, 1992)
6. Acting Head of Reference/Circulation Section - Mr B. Ajewole, Library Officer (27-28 August, 1992)

APPENDIX 2

DEPARTMENT OF INFORMATION &
LIBRARY STUDIES,
LOUGHBOROUGH UNIVERSITY OF TECHNOLOGY
LOUGHBOROUGH.
LEICS, LE11 3TU.
25TH JUNE 1993.

Dear Sir/Madam,

Request for Information on Library system for ASCON Library-Nigeria.

I am a Librarian with the Administrative Staff College of Nigeria (ASCON) but presently an M.A/MSC Information and Library Student at the above named university. For your information,I have completed the course work part of my programme and presently writing my dissertation,the topic of which is "The Computerisation of A.S.C.O.N. Library".

2. Permit me to give you an overview of the ASCON Library:It started off on a small scale in 1977 and for some three years was very mobile as our college mounted programmes in hotels round the country. However in 1980,a formal and 'static' library was established on our present site in Topo, Badagry,Nigeria.The library is headed by a College Librarian and it has a total of six sections viz: Cataloguing, Order & Acquisition, Reference & Circulation,Serials,Document and Press.It has the capacity to hold 60,0000 volume of book titles. As at this year(1993) it has a total volume of 24,000 book titles,540 journal titles,16,000 government publications. In all, the library has a total number of 30 staff: out of which only four (4) are computer literate. Also this library operates the manually propelled Browne System which is presently being criticised for so many problems:from slowness to lack of space for volume of paper work the library is in generating, to misfiling of index cards e.t.c.

3. I shall be very grateful if you could please forward any information on your automation system to me at the above address on or before July 15th as I shall be submitting bounded copies of my dissertation unfailingly on the 15th of September 1993. So please treat as very very urgent.

4. Thanks for your cooperation.

Yours Faithfully,
Biola Tologbonshe

