

CHANGES IN PARADIGMS: LIBRARY MANAGEMENT MODEL “DR. JORGE CARPIZO” OF THE INSTITUTE OF LEGAL RESEARCH AT THE UNAM*

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SUMMARY: I. *The Library “Dr. Jorge Carpizo” of the Institute of Legal Research of the UNAM.* II. *Trends in Library Services of the Future.* III. *Conclusions.* IV. *Bibliography.*

I. THE LIBRARY “DR. JORGE CARPIZO” OF THE INSTITUTE OF LEGAL RESEARCH OF THE UNAM

The National Autonomous University of Mexico (*Universidad Nacional Autónoma de México*, UNAM by its acronym in Spanish) is one of the largest in Latin America and stands out for being a public institution of high academic and scientific prestige worldwide. Its history dates to the year 1551, founded as the *Royal and Pontifical University of Mexico* (*Real y Pontificia Universidad de México*). The campus it currently occupies is in the south of Mexico City, in the University City, and it was inaugurated in 1952. UNAM maintains a broad infrastructure for teaching and research distributed throughout the Mexican Republic at the upper secondary education and higher education, officially and strategically represented by High Schools, Colleges of Sciences and Humanities, Faculties, Schools, Faculties of Higher Studies (*Facultades de Estudios*

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Superiores, FES by its acronym in Spanish), National Schools of Higher Studies (*Escuelas Nacionales de Estudios Superiores*, ENES by its acronym in Spanish), Divisions and Units of Postgraduate Studies and, Centers and Institutes of Scientific Research, Humanities and Social Sciences.

Each one of these dependencies of the University has libraries that permanently support the extensive teaching and researching works and are coordinated in a network scheme that directs and regulates the General Directorate of Libraries and Digital Information Services (*Dirección General de Bibliotecas y Servicios Digitales de Información*), located in the impressive UNAM Central Library building.

The Library “Dr. Jorge Carpizo” of the Institute of Legal Research (*Instituto de Investigaciones Jurídicas*) is part of the UNAM Library System and its operation dates back to 1940 when the Institute of Comparative Law (*Instituto de Derecho Comparado*) was founded in the heart of Mexico City. Since 1954, the Institute occupies the facilities of Tower I of Humanities and later those of Tower II of Humanities in the University City. In 1986, with the creation of the Humanities Research City (*Ciudad de la Investigación en Humanidades*), the current facilities of the Institute of Legal Research were inaugurated together with the “Dr. Jorge Carpizo”, librarian institution that over the years has had a specialized development in its human resources, in its technical and academic work, and in the formation of a collection focused on the national and international legal area. It is worth mentioning the support and recognition that the former directors of the Institute, internationally renowned jurists, such as PhDs Jorge Carpizo, Diego Valadés, José Luis Soberanes, Héctor Fix-Fierro and Héctor Fix-Zamudio, always gave to the improvement of the library.

With the arrival of PhD Pedro Salazar Ugarte to the Head of the Institute of Legal Research, a series of innovations began in the redesign of management processes, in modifications of the academic and administrative infrastructure, in the creation of new work areas and in the renewal of its human resources under an interdisciplinary perspective. Indeed, the library would not be the exception on this path towards continuous improvement: in June 2015, a strategic plan was launched under seven guidelines and work programs that was presented to the Academic Cloister. The guidelines were as follows:¹

¹ Hernández Pacheco, Federico, “Cambios de paradigmas en la Biblioteca «Dr. Jorge Carpizo» del Instituto de Investigaciones Jurídicas de la UNAM”, conferencia magistral, tercer encuentro y primer congreso internacional de bibliotecas jurídicas “Esquemas de trabajo híbrido y nuevos escenarios laborales”, México, 2021, p. 5.

- 1) Updating work processes and the regulatory framework.
- 2) Continuous improvement of library areas.
- 3) Professionalization and development of the human capital that deals with library services and work.
- 4) Creation and expansion of digital services in the library.
- 5) Development of a culture of continuous evaluation.
- 6) Strengthening of links with different institutions for the formulation of strategic alliances.
- 7) Innovation of projects to obtain financial resources.

These guidelines were enriched with the support of the academic and administrative work team of the same library for designing, organizing and applying various high-impact programs for the community of the Institute of Legal Research. Thus, with the arrival of the SARS-CoV-2 pandemic, a change management project was carried out in order to continue the work of the library in a remote and later, hybrid scheme. In this context, it is opportune to describe certain trends that mark the future of work in libraries and that the pandemic has shown at an accelerated pace.

II. TRENDS IN LIBRARY SERVICES OF THE FUTURE

In times of a health crisis due to COVID-19 that is still around, libraries had the need to adapt to the various stages that emerged during the pandemic and post-pandemic: we are referring to *closure, reopening and the new normality*.² Indeed, the measures initially taken by the libraries were the total closure of their facilities and the organization, updating and availability of their digital services to offer them remotely.

These stages promoted and visualized the main library science trends that, according to *the Center for the Future of Libraries of the American Library Association*, are divided into seven groups:³

- Society. Trends focused on the development, analysis and behavior of the community where the library is located.

² Dobрева, Milena and Anghelescu, Hermina, “Libraries and COVID-19: Opportunities for Innovation”, *IFLA Journal*, vol. 48, issue 1, 1 de marzo de 2022, p. 3, available at: <https://doi.org/10.1177/03400352221077748>.

³ We site of American Library Association, “Trends”, available at: <https://www.ala.org/tools/future/trends>.

- Technology. As the name indicates, these are trends aimed at the use and exploitation of emerging technologies in libraries and for their users.
- Education. Trends in educational matters aimed at contributing to the teaching-learning processes.
- Environment. Trends and actions aimed at sustainability, resilience and the use of alternative energies.
- Policies and government. Trends aimed at making library work visible within legal procedures, as well as in governance and open government initiatives.
- Economy. Librarian trends that boost the local economy with actions and projects that develop communities.
- Demography. Trends that study the demographic growth of localities, accessibility and technological infrastructure, age groups, etc.

Although this group of trends encompasses the work that libraries and various institutions are currently carrying out, it is extremely important to highlight those actions that gave rise to the arrival of the global pandemic called *Trends derived from the Coronavirus Pandemic of the American Library Association*, and which are the following:⁴ Libraries and Technology; Libraries and Education; Contactless Libraries and Services; Libraries and Workplaces; Democracy and Promotion of Freedom of Ideas; Libraries and Economic Development; Misinformation, Verifiable Information and Experience and; Libraries, Health and Wellness.

Precisely, the librarianship trends and the trends derived from the Pandemic have driven a series of activities in research libraries to effectively face the challenges imposed by the global health crisis. Among these activities we highlight the virtual consultation and reference services; continuous training for library users and for the staff who work in them through courses, workshops and diploma courses; permanent attention to the academic and research community through the design and provision of high-quality remote resources and services, such as the case of the bibliometrics area and the search for citations to research products; the recovery of printed and digital documents on academic platforms and national and international libraries, as well as the efficient and timely acquisition of specialized works through their purchase or donation. Likewise, it is important to point out activities such as the creation of high-quality content

⁴ “Trends”, American Library Association, “Coronavirus Pandemic (2019-2020)”, available at: <https://www.ala.org/tools/future/trends/coronavirus>.

for those incorporated into library web pages or portals; the adaptation of the library infrastructure in a post-pandemic era focused on the creation of open and risk-free spaces, both for users and for the staff of the work areas and, the approach towards quality management systems to obtain a national certification or international. Precisely, all these activities require managerial efficiency of human resources.

In this framework, we will describe below the actions and results undertaken as of March 2020, in the Library “Dr. Jorge Carpizo” of the Institute of Legal Research of the National Autonomous University of Mexico.

1. *Permanent Attention to the Community*

As part of the program created during the pandemic by the Library “Dr. Jorge Carpizo” to meet each of the needs and demands of his community, areas and services were created aimed at solving specific information problems of users through a prior analysis of their behaviors and needs.

Thus, the search and retrieval of information changed its patterns of supply and demand, virtual services are gaining relevance to be incorporated with greater potential and visibility in the areas of consultation and reference in libraries. Although it is known that this type of service has increased since before 2010, its offer grew and its development advanced several years during the pandemic.⁵

In this context, the new consultation and reference librarian receives requests for topics or information in person, by telephone, email or social networks. Thus, according to the authors Yatin, Kanan, Kamarudin and Zainuddin, the objectives of the virtual consultation and reference service are the following:⁶

- Develop a collection of digital reference resources.
- Perform high-quality information searches on platforms, databases, directories and digital repositories.
- Help in the exchange of digital resources.
- Training in the use and management of digital information resources.

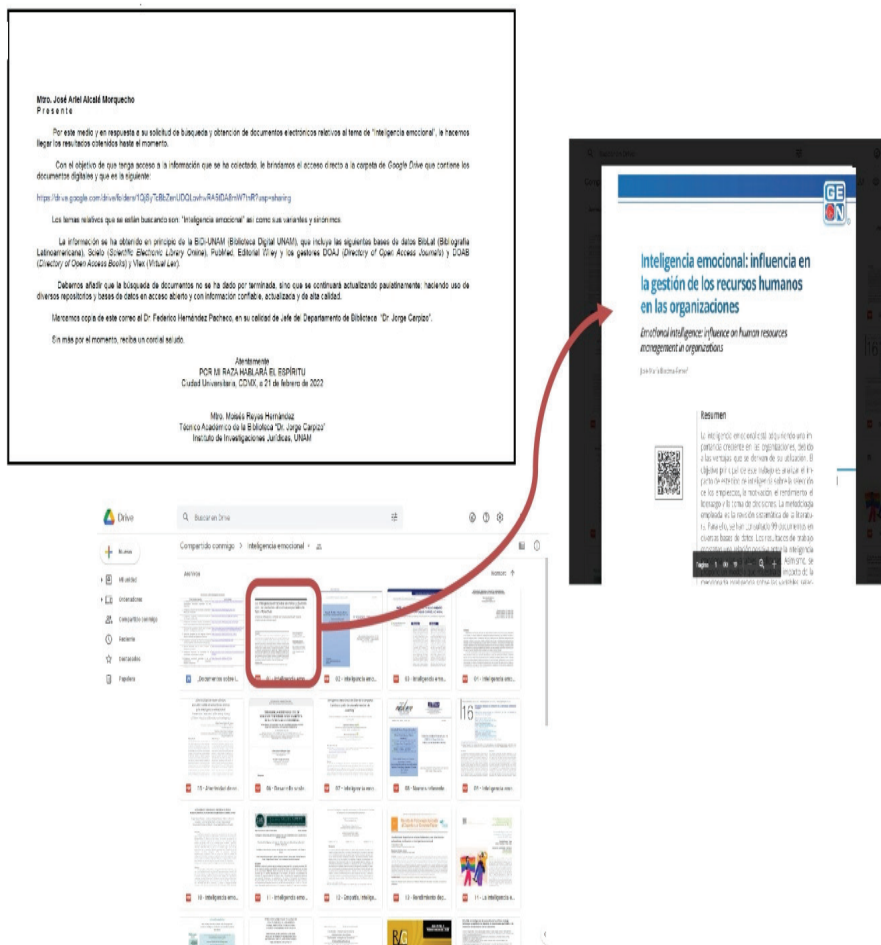
⁵ Saiful Farik Mat, Yatin *et al.*, “Reference Sources: The Future and Implication of Reference Services in Academic Library”, *International Journal of Academic Research in Progressive Education and Development*, vol. 7, issue 3, 2018, p. 281, available at: <https://doi.org/10.6007/IJARPED/v7-i3/4366>.

⁶ *Ibidem*, pp. 283-284.

- Educating the user in the development of their search and retrieval skills for high-quality academic and professional information.

The virtual Consultation and Reference service of the Library Dr. Jorge Carpizo (figure 1) began in 2016 and was reinvented in March 2020 with the beginning of the pandemic. It was innovated in the search and recovery of printed or digital documents on academic platforms, databases for purchase and free access, as well as in national and international libraries (figure 2). This service evolved in its entirety and after a request for information, a link is sent “in the cloud” that leads us to folders with the full text digital documents obtained on the indicated platforms. The documents consist of degree theses, book chapters, journal articles, books, *preprints*, legislation, press releases by prominent authors and specialists in a branch of human knowledge, among other documents. They can be consulted on a desktop computer, on a *lap top* or on mobile devices.

FIGURE 1. VIRTUAL CONSULTATION AND REFERENCE SERVICE OF THE LIBRARY “DR. JORGE CARPIZO” OF THE INSTITUTE OF LEGAL RESEARCH OF THE UNAM



SOURCE: self made.

FIGURE 2. THEMES SOLICITED DURING PANDEMICS AND PLATFORMS FOR SEARCH AND RECOVERY OF INFORMATION



SOURCE: self made.

On the other hand, the book Human Resources Management in Libraries and Other Institutions (*Dirección de Recursos Humanos en Bibliotecas y Otras Instituciones*) points out that

Online training or e-learning will be presented with greater demand as an alternative to the current face-to-face system, since, among other things, the success of this formula of teaching-learning has resided mainly in its flexibility and freedom of schedules, as well as in the personal choice of the pace of studies and in the costs that differ greatly from face-to-face courses. Workers, students and even the institutions themselves will assume the importance of this training model that facilitates learning and specialization in different work areas. *E-learning* is only the beginning of a training change that clings to new technologies as a vehicle for expansion.⁷

⁷ Hernández Pacheco, Federico, *Dirección de recursos humanos en bibliotecas y otras instituciones*, México, UNAM, Instituto de Investigaciones Jurídicas-Instituto de Investigaciones Bibliotecológicas y de la Información, 2020, available at: <https://doi.org/10.22201/iibi.9786073015790e.2020>, p. 231. Translated text.

Indeed, distance learning became a constant in all educational institutions and libraries could not be the exception. In 2020, the Library of the Institute of Legal Research began a Legal-Library Training program (figure 3) through weekly courses and workshops taught online with the support of companies, institutions and specialists in legal, scientific and specialized information. All of this has the aim of improving the skills of the academic community in the use and management of subscription and open access platforms and databases. The workshops maintained a previous preparation in order to receive “*feedback*” between the academic staff of the library and the specialists or professionals who would give the workshop. Subsequently, once the workshop was given to the community of the Institute of Legal Research and other institutions, the participants carried out an evaluation of the workshops in order to receive comments to improve the program in question. The program covered topics on Platforms and Legal and Academic Databases, Reference Managers, Open Science, Science Evaluation, Digital Preservation, Visibility of Scientific Production, Gender Research, Citation Styles and Norms, among other topics. Certificate of each workshop with curricular value was granted.

FIGURE 3. LEGAL-LIBRARY
TRAINING WEEKLY PROGRAM



SOURCE: self made.

In this same sense, a Virtual Diploma in Skills Development and Management of Legal Information (figure 4) was organized from May 27, 2021 to March 10, 2022 with Modules that included the following topics:

- 1) Research methodology, information sources and libraries.
- 2) Digital libraries and their information resources: open science.
- 3) Development of digital skills.
- 4) Citation styles and bibliographic manager software.
- 5) Visibility and impact of scientific research products.
- 6) Publication of scientific documents.
- 7) Organization of repositories in the legal area: methodology and resources.
- 8) Organization of files and legal documentation. Preservation and conservation.
- 9) Sources of information for the right to health, constitutional law and labor law.
- 10) Copyright and intellectual property.
- 11) Organizational administration and data management in legal information entities or departments: application models and techniques.

Were registered 69 participants from different entities of the Mexican Republic, as well as from Chile and Costa Rica, from the private initiative, the Inter-American Court of Human Rights, the Supreme Court of Justice of the Nation (*Suprema Corte de Justicia de la Nación*) and the Houses of Legal Culture in Mexico (*Casas de la Cultura Jurídica en México*), from the Electoral Court of the Judicial Power of the Federation (*Tribunal Electoral del Poder Judicial de la Federación*) and from the Bank of Mexico (*Banco de México*). Likewise, professionals from the Autonomous University of Chile (*Universidad Autónoma de Chile*), the Autonomous University of Guadalajara (*Universidad Autónoma de Guadalajara*), the Autonomous University of the State of Mexico (*Universidad Autónoma del Estado de México*) and the National Autonomous University of Mexico (*Universidad Nacional Autónoma de México*) participated.

Within our expert specialists or academic staff, we have professors from the Complutense University of Madrid (*Universidad Complutense de Madrid*), the University of San Andrés (*Universidad de San Andrés*) in Argentina, the General Directorate of Libraries and Digital Information Services (*Dirección General de Bibliotecas y Servicios de Información Digital*) and the Accounting and Administration Postgraduate Course (*Posgrado en Contaduría y Administración*) at UNAM, of the Autonomous University of the State of Mexico and litigation experts in matters of Intellectual Property and Labor Law, as well as researchers from

the Library and Information Research Institute and the UNAM Legal of Research Institute.

FIGURE 4. DIPLOMA IN SKILLS DEVELOPMENT AND MANAGEMENT OF LEGAL INFORMATION FROM INSTITUTE OF LEGAL RESEARCH OF UNAM

DIPLOMADO

Biblioteca "Dr. Jorge Carpizo"
Primer Diplomado en Desarrollo de Competencias y Gestión de la Información Jurídica

Duración: 132 horas
 Inicio: mayo 2021. Fin: marzo 2022
 Expertos nacionales e internacionales de México, Argentina y España

SOURCE: self made.

Another of the great initiatives was the distance work of Bibliometrics (figure 5), an area created in 2016 dedicated to the use of statistics and mathematical tools to carry out a quantitative analysis of the scientific citation production⁸ of the community of the Institute of Legal Research. Citation analysis is a fundamental research activity that is frequently carried out to determine, through different methods and techniques, the impact that authors, institutions, publishers and publications have within the processes of scientific production.⁹ For this reason, during the pandemic, various reports were made on the citation production of researchers from the Institute

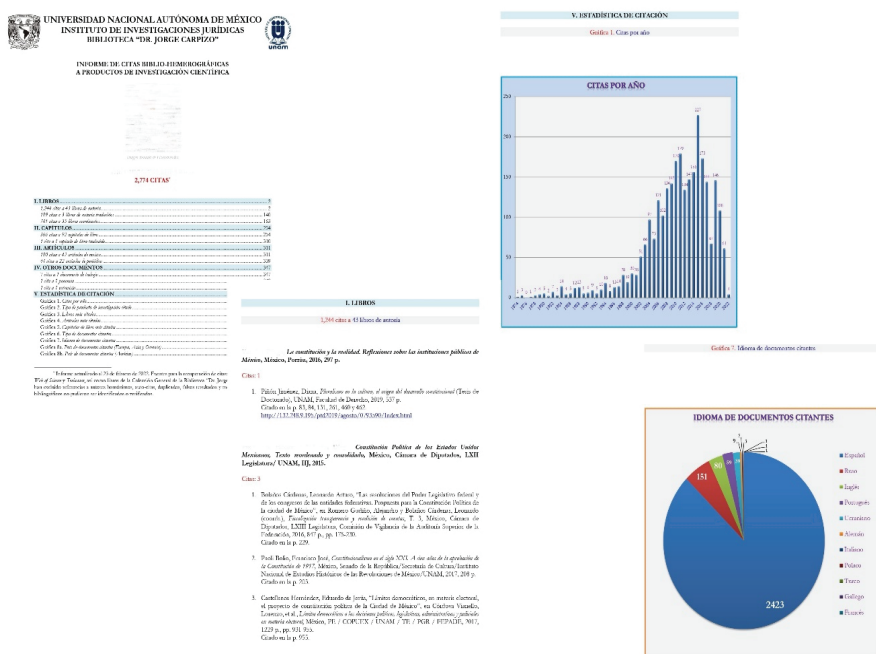
⁸ Waltman, Ludo and Noyons, Ed, *Bibliometrics for Research Management and Research Evaluation. A Brief Introduction*, Países Bajos, Universiteit Leiden, 2018, available at: https://www.cwts.nl/pdf/CWTS_bibliometrics.pdf.

⁹ Urbizagástegui Alvarado, Rubén and Restrepo Arango, Cristina, "Análisis de las referencias bibliográficas de la Revista Interamericana de Bibliotecología", *Biblios: Revista Electrónica de Bibliotecología, Archivología y Museología*, issue 29, 2007, pp. 1–20.

of Legal Research of UNAM. Each report contains a detailed description of the total number of citations obtained from books, book chapters, specialized journal articles, working documents, papers, interviews, as well as graphs of citations per year, types of research products cited, most cited books, types of citing documents, languages of citing documents, and countries of citing documents.

The platforms for citation retrieval are the following: *Google Scholar*, *Scopus*, *Web of Science*, *ProQuest Dissertations & Theses Global*, *TDX (Doctoral Theses in Xarxa)* and *Tesiunam*. Citations are also obtained from journals and printed books from the General Collection of the Library “Dr. Jorge Carpizo” of the Institute of Legal Research. The report excludes references to homonymous authors, self-citations, duplicates, false results and mentions whose bibliographic data could not be accurately identified or verified.

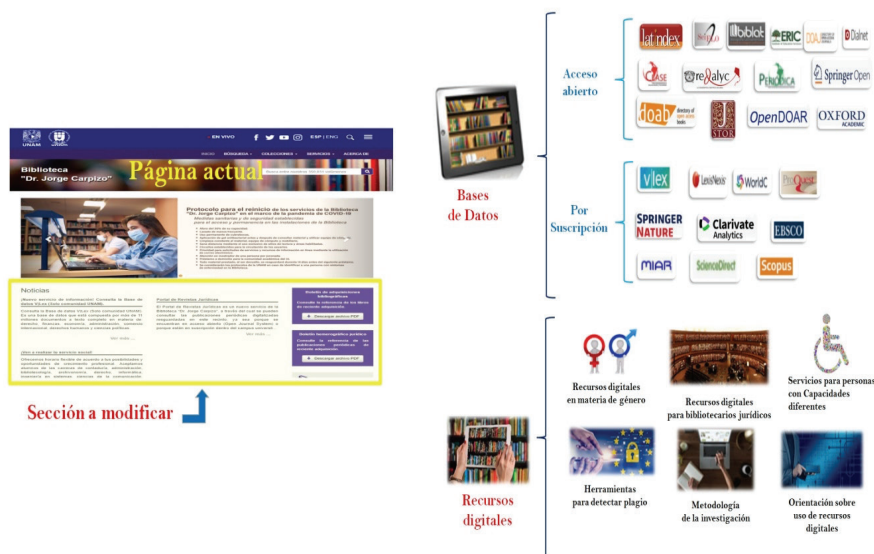
FIGURE 5. REPORTS ON CITES OF THE SCIENTIFIC CITATION PRODUCTION



On the other hand, the use of technologies was necessary in a context of social isolation and remote work. However, our library also opted for the development of digital content following information architecture guidelines and, above all, incorporating useful content for our users. Indeed, access to information and quality content is a basic human right to promote equal opportunities. However, meeting the information requirements of a diverse public requires that libraries and the institutions to which they belong carry out projects beyond the simple distribution of digital resources: they require guaranteeing that these resources are usable and accessible, in a world where sites web and portals are essential for public access to high quality information resources.¹⁰

This is how digital contents were created to provide access to various sources of information; such is the case of the Library's website (figures 6 y 7) and the Directory of Legal Libraries (figure 8).

FIGURE 6. WEB PAGE OF LIBRARY “DR. JORGE CARPIZO”
OF THE INSTITUTE OF LEGAL RESEARCH



SOURCE: self made, by <https://www.juridicas.unam.mx/biblioteca-dr-jorge-carpizo>.

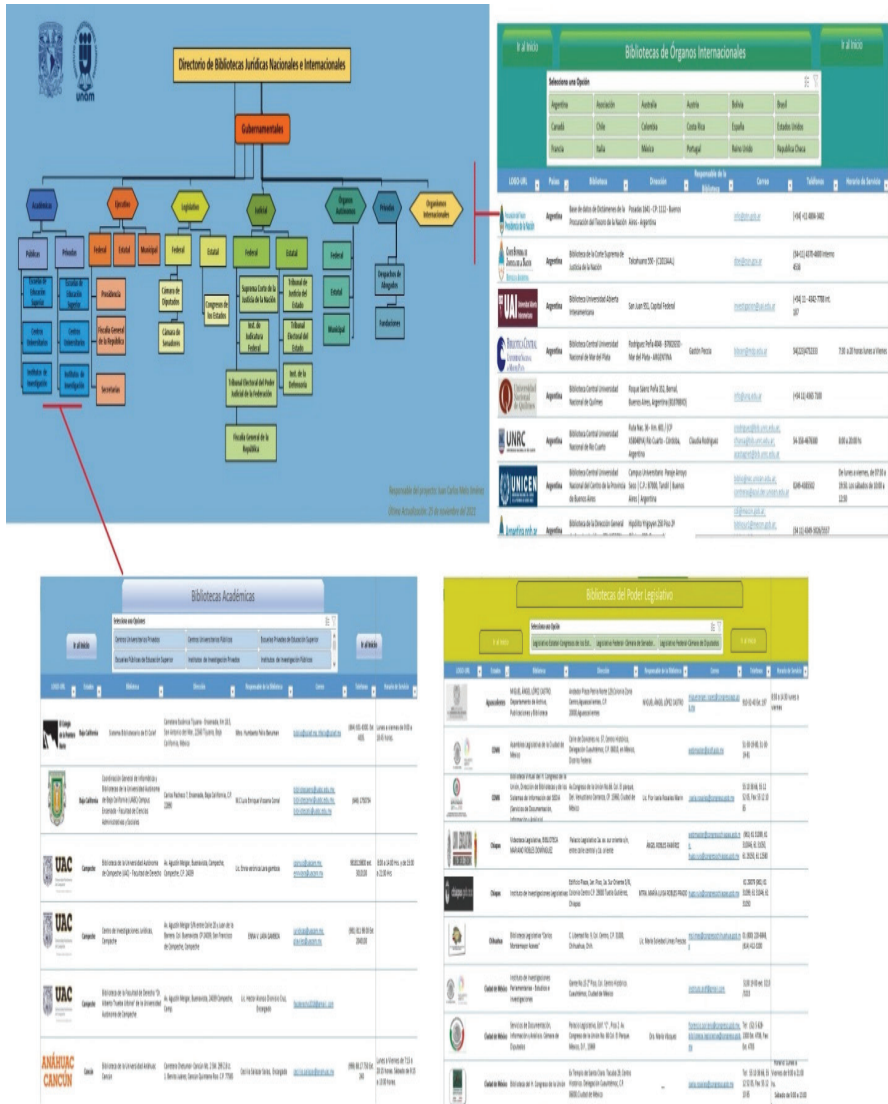
¹⁰ Yoon, Kyunghye; Hulscher, Laura and Dols, Rachel, “Accessibility and Diversity in Library and Information Science: Inclusive Information Architecture for Library Websites”, *The Library Quarterly: Information, Community, Policy*, vol. 86, issue 2, 2016, pp. 213–229.

FIGURE 7. BANNERS FROM WEB PAGE OF THE LIBRARY
 “DR. JORGE CARPIZO” OF INSTITUTE
 OF LEGAL RESEARCH



SOURCE: self made, by <https://www.juridicas.unam.mx/biblioteca-dr-jorge-carpizo>.

FIGURE 8. DIRECTORY OF NATIONAL
AND INTERNATIONAL LEGAL LIBRARIES



SOURCE: self made with data taken from Melo Jiménez, Juan Carlos, *Sources of Information for Diversity and Inclusion*.

Likewise, digital content was developed with information sources on gender research topics (figure 9) and sources for people with disabilities (figure 10).

FIGURE 9. SOURCES OF INFORMATION ON GENDER AND SUPPORT FOR PEOPLE WITH DISABILITIES



SOURCE: self made with data taken from Coquis Velasco, Ariadna, *Sources of Information for Diversity and Inclusion*.

FIGURE 10. SOURCES OF INFORMATION AND SUPPORT
FOR PEOPLE WITH DISABILITIES

The "Dr. Jorge Carpizo" Library established measures to help disabled people (diminished blindness, deaf mute and impaired hearing), in their search for legal and non legal information. Lists have also been made with sites of legal interest for these people and that can be consulted on the main Internet page of the Library.

HUMAN RIGHTS.

- A. Youtube.com/watch?v=5QURzx5m-hl (video subtitulado en español), Olmar Vega Castro, Derechos Humanos
- B. Youtube.com/watch?v=UJYZV4Yaok8&t=40s (video subtitulado en español), Eufrosina Cruz Mendoza, Cómo arrebaté los derechos que la vida me negó.
- C. Youtube.com/watch?v=tNahaelfTixU (video subtitulado en español), Julieta Lanteri, Los derechos no se mendigan.
- D. Youtube.com/watch?v=HgZQYg2B1Q4 (video subtitulado en español), José Ramón Cossío ¿Es suficiente la Constitución para defender los Derechos Humanos?
- E. Youtube.com/watch?v=_GrIxHvDWm4 (video subtitulado en español), Jaime Rochin, Los Derechos Humanos, clave para garantizar el futuro.

SOURCE: self made with data taken from Díaz Hernández, Mario Jorge, *Sources of Information for Diversity and Inclusion*.

In addition, we took on the task of creating an editorial program for the coordination, editing and publication of collective printed and digital books on Legal Libraries, Services, Technologies and Interdisciplinary Topics (figure 9).

FIGURE 11. EDITORIAL PROGRAM OF THE LIBRARY
 “DR. JORGE CARPIZO” OF THE INSTITUTE OF LEGAL RESEARCH



SOURCE: self made, 2022.

Currently, we are aware that in a context of government policies and effectiveness, quality is the judgment and perception that users have about the products and services offered by an institution, it is the extent to which they feel how their expectations or needs are met. Quality is implicit in various activities, objectives, goals, economy, society, family, services, education and administrative models. It is considered by some experts as a sociopolitical, axiological and cultural current.¹¹

Such is its relevance, that to certify processes and management systems linked to quality, standards established by the International Organization for Standardization (*ISO*) are used, which indicate the different quality requirements that organizations in its products, services, material and human resources to successfully enter the economy and politics of today's world. The standard is based on principles of continuous improvement and customer satisfaction, based on the process approach, on leadership and on the identification and control of risks.

¹¹ Hernández Pacheco, Federico, *Dirección de recursos humanos en bibliotecas... cit.*, p. 369.

This is how, during the pandemic, ISO 9000:2015 Certification was achieved for the Collections Development Area for having implemented and maintained a Quality Management System for the acquisition processes of bibliographic material by purchase, donation, and exchange. As well as for donations made by the Library, from discards, to other libraries of public institutions, autonomous offices and civil society organizations. It is also important to mention that the “UNAM Quality” Recognition in Management Systems was obtained, granted by the Management Coordination for Research Quality of the UNAM Scientific Research Coordination.

On the other hand, one of the library trends that was noted during the pandemic was financing, which is that complex procedure for trying to involve people, organizations and institutions in a common objective that involves initiatives and projects to respond efficiently to human development and that deserve support through monetary contributions, in human resources or in kind.¹²

In this regard, conferences were given about alternative sources of financing for libraries in collaboration with the Benemeritorious Autonomous University of Puebla and the scientific information services company Springer Nature.

Finally, we highlight that it was possible to improve the infrastructure of the library during the pandemic, through the conditioning of large and adequate spaces for the new normality; spaces free of sanitary risks with ventilation, constant cleaning and hygiene utensils. Lara Ewen points out that designers are currently innovating in how to ventilate interior spaces and the architecture firm Hotaling points out that to improve indoor air quality, more adjustable windows, more fresh air and more air circulation are required, repeating: fresh air will always contribute to a healthier environment. Experts say that the COVID-19 pandemic has been a tremendous opportunity to modify all spaces in libraries and to continually improve them for future use.¹³ It is important to point out that the staff of the Library “Dr. Jorge Carpizo” achieved to reorganize, relocate, restore and maintain the printed collections made up of more than 350,000 volumes of legal and social science books and journals.

¹² Hernández Pacheco, Federico, “Modelos alternativos de financiamiento para las bibliotecas públicas de México”, *Estudios en Derecho a la Información*, issue 4, 2017, p. 12, available at: <https://doi.org/10.22201/ij.25940082e.2017.4.11518>.

¹³ Ewen, Lara, “Virus-Responsive Design. In the age of COVID-19, Architects Merge Future-Facing Innovations with Present-Day Needs”, *American Libraries Magazine*, 2020, available at: <https://americanlibrariesmagazine.org/2020/09/01/virus-responsive-library-design/>.

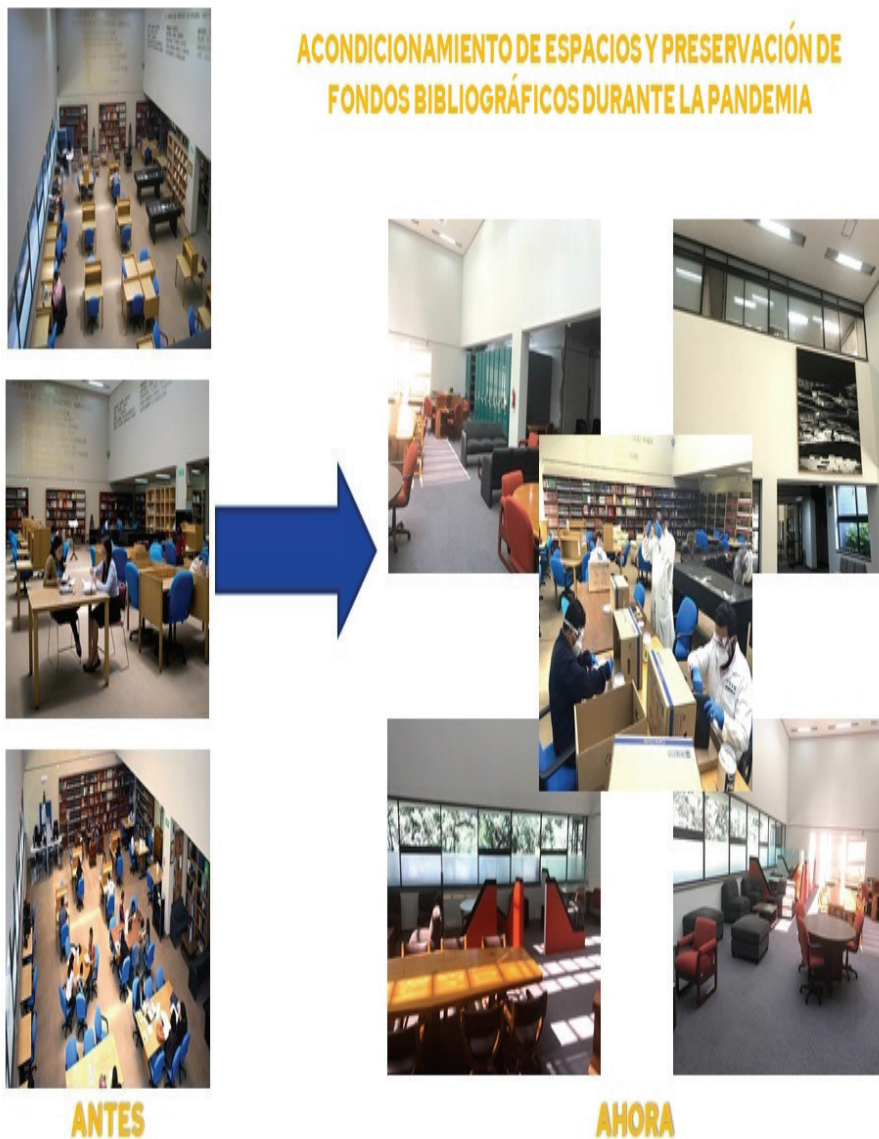
In short, the human factor became the panacea for the achievement of institutional objectives and goals: the planning, organization, management and evaluation stages, as well as the coordination rules and the fulfillment of commitments, were essential to achieve the objectives presented in this work.

The leadership model presented was situational, a viable leadership model for Human Resources management.¹⁴ This approach is based on task-oriented managerial skills in accordance with the conditions and talents of each collaborator,¹⁵ which, together with excellent assertive communication, makes it possible to better guide objectives and obtain results (figure 13). In this regard, the organization of constant work meetings via Zoom, work instructions and delivery of projects via email, sharing information on initiatives and best practices, as well as permanent feedback, *coaching* or mentoring via telephone and via Zoom, the ongoing staff training and the support of information professionals from other libraries and institutions were the key to the success of the projects undertaken at the Library “Dr. Jorge Carpizo” of the Institute of Legal Research of the National Autonomous University of Mexico.

¹⁴ Gibson, Jane Whitney *et al.*, “Telecommuting in the 21st Century: Benefits, Issues, and a Leadership Model Which Will Work”, *Journal of Leadership Studies*, vol. 8, issue 4, 2002, pp. 75–86, available at: <https://doi.org/10.1177/107179190200800407>.

¹⁵ Donkor, Francis and Dongmei, Zhou, “Leadership Styles: A Decade After Economic Recession and Lessons for Businesses in Developing Economies”, *Management Research & Practice*, vol. 10, issue 3, 2018, pp. 5–23.

FIGURE 12. CONDITIONING OF THE LIBRARY
 “DR. JORGE CARPIZO” OF THE INSTITUTE
 OF LEGAL RESEARCH



SOURCE: self made, 2022.

FIGURE 13. MODEL OF MANAGEMENT OF HUMAN RESOURCES DURING COVID-19 PANDEMIC



SOURCE: Hernández Pacheco, Federico and Delgado Guzmán, Alfredo, “Factores teóricos y prácticos de la administración de los recursos humanos en bibliotecas en época de crisis mundial”, en Torres Vargas, Georgina Araceli (coord), *La pandemia por COVID-19. Un acercamiento desde la bibliotecología y los estudios de la información*, México, UNAM, Instituto de Investigaciones Bibliotecológicas y de la Información, 2021, pp. 241–264, available at: https://ru.ubi.unam.mx/jspui/handle/IIBI_UNAM/255.

III. CONCLUSIONS

Peter Senge¹⁶ tells us that leaders are people who participate in an organization shaping its future, also is convinced that the collaborators are capable of learning permanently to carry out transcendental and innovative actions. Indeed, the capacity for creativity increased during the pandemic in order to overcome the crisis by presenting shocking projects and constant work to achieve results, breaking many paradigms of stagnation or lack of usefulness of libraries. Lifelong learning, before and during the pandemic, was essential for the proper planning and execution of new information services. This means, the library academic staff, as part of the guidelines of the Strategic Plan of the Library “Dr. Jorge Carpizo”, began an extensive continuous training program in library science and scientific or legal information since 2015. Currently, the library staff has Bachelor’s degrees, Master’s degrees, Doctorates in Law and other areas, as well as Master’s degrees, Doctorates and specialties in library science, which has meant that in 7 years an excellent group of specialists in legal information has been formed. All initiatives were successfully achieved, thanks to the work of the Library “Dr. Jorge Carpizo” staff and currently, we continue with the same impetus and now with the always necessary support of the administrative library staff, belonging to the administrative branch of the National Autonomous University of Mexico, staff who are taking on the task of relocating the collections, leaving wide, accessible and clean spaces for our users. Soon, they will also begin a work of review, inventory and discard of the collection and review of bibliographic records in the Aleph catalog.

The trends we discussed at the beginning of this chapter have materialized at a time when libraries have become visible and extremely useful as institutions that select digital or printed information using professional techniques and methods, organize information through analysis and classification for its correct recovery and, they offer services of diverse nature as those that we managed to detail in this writing. In this context, let us remember the wonderful writer Irene Vallejo, who reminds us, that the “Libraries and Librarians have their own universal history, full of infamy, attacks, censorship, purging but above all full of knowledge, learning, development and evolution”.¹⁷

¹⁶ Words by Peter Senge when he was interviewed by Ruben Eiras, published on February 28, 2018 by Fundación Internacional ORP, available at: <https://fiorp.org/las-personas-no-son-recursos-peter-senge/>.

¹⁷ Vallejo, Irene, *El infinito en un junco: la invención de los libros en el mundo antiguo*, México, Penguin Random House, 2021, p. 156.

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