Chapter VI

FINDINGS, SUGGESTIONS AND CONCLUSION

On the basis of the analysis of the data and observations, suggestions are made in this chapter. For convenience, the researcher made observations on the following groups:

- Management
- Information Technology
- Environment
- Services
- Resources
- Staff
- Guidance

6.1 MANAGEMENT

Autonomous ATIs

It was observed that out of 29 ATIs 22 ATIs are government departments and seven are autonomous. It is observed that the autonomous ATIs like Haryana, Jammu & Kashmir, Kerala, Uttarakhand and Maharashtra are far ahead in infrastructure, quality of training, number of training programmes and other development aspects. The autonomous institutes have autonomy of decisions, functions, activities and financial sanctions. The decisions in the autonomous institutes are taken by the local authorities. Therefore quick decisions are possible and financial approvals files move prompt. It has reflected in the overall rapid development of the institutes.

Suggestion- The government regulated ATIs should study the possibility of registration under Society’s Registration Act, 1965 and become independent and autonomous body. This would result into easy procedures for the purchase of library books, journals and other infrastructure. The decisions about overall development of the library are taken at the institutional level and due
considerations are given to the institutional priorities. Therefore it is possible to develop comprehensive quality collection and requisite infrastructure.

**Budget Provision**

It was noticed that the budget provision for purchase of library resources of the autonomous institutes ranges from Rs. 3,50,000 (Jammu and Kashmir) to Rs. 8,00,000 (Uttarakhand) whereas for the government regulated ATI libraries it is minimum of Rs. 2000/- (Arunachal Pradesh) to maximum of Rs. 2,50,000 (Jharkhand). The departmental provision of budget for the purchase of books for the libraries is not sufficient to meet its ever increasing demands. The financial provision made for libraries in autonomous ATIs is comparatively better.

**Suggestion-** Library is a growing organization. The provision for the resources should be adequate and incremental every year. Since the DoPT, GoI provides funds for basic training programmes to all ATIs, it is also expected that some minimum amount should be earmarked for each ATI library by the DoPT, Govt. of India. The newly established ATIs should get priority for receiving library funds from DoPT, Govt. of India.

The Ranganathan Committee has recommended spending based on per capita or per student amount for the University libraries. Similarly, it is suggested that all ATIs should make provision of the funds based on number of trainees or training programme for the purchase of library resources.

**Personnel**

It is noticed that there are four (4) ATIs which have not appointed any professional librarian to look after the library. Similarly, it was also noticed that eleven (11) libraries have only one professional library person.

**Suggestion-** The ATI librarian is expected to prepare a systematic collection development plan, implement acquisition policy, provide personalized as well as computer based services. Therefore, it is suggested that professionally qualified and experienced librarian should be appointed in the library. The minimum qualification prescribed should be Master Degree in Library Science from a recognized university.
ATI libraries are rapidly growing and their needs are to be augmented by talented professionals for their balanced development. To attract experienced and skilled persons as librarians the pay scales and service conditions should be attractive and as far as possible it should be at par with UGC scale of college librarian.

For the working professionals to update their professional knowledge provision should be made for training, attending seminars and workshops at regional and national level. It should be made mandatory for library professionals to attend at least 5 days training and one national level seminar / workshop once in three years.

There are 52 professionals working in various ATI libraries in India. The library professionals from all ATIs should form an Association of ATI library professionals. The experiences, best practices, common problems of computerization, acquisition, selection, and services could be shared and discussed through the association.

**Library Committee**

As far as library committee is concerned, 16 ATI libraries have library committee. However, 13 libraries have yet to form the library committees.

**Suggestion-** For the smooth and over all balanced development of the library a library committee should be formed for each library. The committee will prepare various policies for the development of library.

**Library Policy**

Library Policy is an important document which describes larger perspective and guidelines for the balanced development of the library. It mentions the purchase procedure, subscription policy, and weeding policy of the library. It also describes the roles, duties, responsibilities and authorities of persons involved in the library. It is observed from the data that library of Uttarakhand and Maharashtra has written library policy.

**Suggestions** – All the ATIs should prepare library policies for better working of their libraries.
Library Rules

From among 29 ATIs 21 libraries have well defined, written library rules where as eight libraries are in the process of framing their rules. The rules help for smooth functioning of the library. Properly displayed rules avoid complications, express clarity and transparency in all activity.

**Suggestion**- The rules of business should be framed for each ATI library. It should describe the types of membership, library time, the membership procedure, eligibility criterion for membership, approving authority, number and type of documents that members can borrow, time duration for which member can keep the documents, holidays, provision of fine or penalty for defaulters, procedure for recovery of loss or damage of document etc. The rules should be displayed at proper visiable place as well as made available on institutional website.

Library Manual

Manual is a document that describes the working of the library. It explains the various activities and instructions for proper working of the library. It serves as guidelines for working since all forms and formats are also given in the manual. The library of ATI Maharashtra has a library manual.

**Suggestions** – The manual ensures working in a specific format and process. The unnecessary duplication is avoided.

Use of Library

From the data it was observed that only 29 % faculty members use ATI library daily. The faculty members are mostly occupied with their training programmes. More often they also go out of the ATI to conduct outreach training programmes. The preparation of training programmes, lectures and reading materials etc. is also done in the cabin of the concerned faculty member. Therefore they rarely use the library for reading purpose.

**Suggestion**- There should be an exclusive study room in the library for the faculty members to sit, read and prepare for the lecture. The internet facility, air-
conditioning, proper lighting, comfortable seating and silence would attract the faculty members to visit and use the study room. The standard for physical facilities as suggested by Ranganathan Committee is 25 sq. ft. per faculty member. Therefore the ATI libraries should also adopt this standard and make provision accordingly for the exclusive study room in the library.

**User Category**

The core group of any ATI library user includes the faculty members, trainee participants, officers and staff of the institutes. Some ATIs offer membership to visiting faculty members and other state government officers within and around the city.

**Suggestion**- The libraries of ATIs have unique collection of documents of government publications, and other subjects related to training and development administration. The ATI libraries should offer membership to select officers and guest faculty other contributors on payment basis. This would enhance the use of resources as well as generate additional income for the libraries.

**Time Spent in the Library**

Most of the faculty members spend less than one hour in the library. The availability of facilities like internet, LAN, OPAC etc. in the cabin and at work place have lessened the reasons to visit the library.

**Suggestion**- The display of new books, latest issues of journals, books related to on-going training programmes would be some of the reasons for which the faculty members may visit the library. Moreover, the personal help and communication by the ATI librarian ensures optimum use of library by the faculty members.

**Purpose of visit**

The most of the faculty members visit the library for the preparation of course materials and to search particular references. The other purpose is for preparation of the lecture. It is, however, noticed that all the faculty members visit the library and interact with the librarian.
Strength of the library

According to the faculty members the most important strength of the library is the comprehensive collection followed by cooperative staff and proper environment.

**Suggestion**- As most of the faculty members feel that the comprehensive collection is the most important, ATI librarian must concentrate on developing the collection. It could be done by executing a systematically developed plan.

The cooperative staff is another most important strength for the faculty members. The library staff must know their key role and importance in the entire library activity. The specific customer orientation training and attitude would help the library staff to fulfill expectations of the faculty members.

Membership of Other Library

Maximum number of respondents (114) have replied that they do not have membership of any other library. Their main source of information is the institutional library and needs are satisfied by the ATI library.

**Suggestion**- No library can fulfill all the requirements of their users. Therefore it is expected that the ATI library should get institutional membership of other libraries like University library, District library or other library in similar field from the city. This would extend the library facility to the ATI faculty members. Similarly, if possible the ATI library should become a member of local library network and add the library facility to other users.

6.2 INFORMATION TECHNOLOGY

**Computerization**

From the data it was observed that various ATI libraries are at different stages of computerization. As many as six ATI libraries are yet to have computers in their libraries. In all twenty (20) libraries have computerized database and different functions are carried out with the help of library software. There are nine libraries that have computers but yet to create the databases of their collection. On the other hand 62 % (130) faculty members have opined that the use of adequate software for the library is the most important quality indicator for them. Similarly 51 %
(107) faculty members expect that library staff should learn proper use of IT gadgets for effective library services.

**Suggestion** - The creation of database of the present holdings of the library should be on top priority for any library. The availability of hardware for computerization of library should be no issue for any state ATI as DoPT, Govt. of India provides sufficient funds for the computerization of libraries.

The selection of suitable software for the library is main concern and the librarian can select from open source, free or commercial software depending on availability of funds, services expected and the purpose. The open source free software e-Granthalaya, developed by NIC, Government of India, New Delhi is already in use by four (4) ATI libraries. The training related to the installation and operation of various modules is also provided by the NIC on request. The libraries who are still to go for new software should think of installation of e-Granthalaya for their library operations.

The libraries should use latest technologies like barcode, digital conversion, internet etc for providing modernized quality services. The training related to the use of such IT gadgets should be incorporated either in the purchase contract or separate training for the use of it may be arranged.

**Library Webpage**

It was observed that out of 29 ATIs, almost 22 ATIs have their own websites. Website is an important device for communication in the modern era. All important information about the institute could be projected on the website for the public.

**Suggestion** - It is suggested that all those ATIs who do not have websites should develop their own websites. The DoPT, govt. of India offers special assistance for website development.

The website of the institute provides space for information about the institutional library. The information about their collections, users, rules, membership facility etc. are displayed on the website.
It is also suggested that the database search facility should also be provided on the website. This would facilitate the trainee participants to know about availability of documents in the ATI library for reading during the training programme and for reference after the training programme.

6.3 ENVIRONMENT

The ATI faculty members have given first priority to the ‘Environment’ dimension of the service quality. Environment is the physical condition where the service is performed. The lighting, seating arrangement for the staff, comforts provided to the customers, maintenance of the equipment, cleanliness etc matter to the library users. Many a times requirement of the conducive environment is not clearly expressed but absence of it is certainly noticed. Favorable environment is a prerequisite for any library in order to provide an ‘excellent’ service.

Library Building

All the ATIs have a separate library building or block adjacent to the main building and near to the classrooms. This facilitates easy access to the library for the trainee participants as well as for the faculty members.

Reading Room

It is noticed that all ATI libraries should make the facility of reading room available to the faculty and participants.

Suggestion – The Ranganathan Committee suggests the average area per reader in the reading room should be minimum 2.33 m². The core function of any ATI is to provide training to government officers. Reading room facility in a training institute has a special significance. The trainee participants and the faculty members are expected to use the library facility along with the classroom training. The reading room provides silence required for concentration and intellectual activities. The training programmes incorporate very senior officers either as trainees or as trainers. Therefore an exclusive study room with wireless internet facility for faculty and trainee officers should be made available in the library premises.
Silence in the Study Area

The library is a place where one feels like sitting in the middle of wisdom. It is a place of scholarly discussions and generation of new ideas. The faculty members like to spend some hours time reading, writing and contemplating on new ideas keeping their own preoccupations away. It was observed that 77 % (162) faculty members opined that it is the ‘most important’ to have pin drop silence in the library.

Suggestion - As far as possible all in-house functions like stamping, sticking of labels, acquisition, etc. of the library should be in a separate room. The design and seating arrangement of the staff in the library should be such that unnecessary movement of staff in the study area may be avoided. The library staff should request the users to keep silence and maintain discipline.

Library as a Place of Wisdom

It was noted that 67 % (141) faculty members expressed that library should be recognized as place of wisdom and symbol of intellect. Many readers feel that sitting in the library is like sitting in contemplative environment. The sanctity of such a place should be maintained.

Suggestion – The library is a place to accumulate knowledge. It is treasure of collected wisdom. The library in any the institution should get its recognition as an important appendage of it. The admiration of the library and its staff should be a reflection of the honour and respect to the library and its activities.

Condition of Equipment

The data revealed that 65 % (137) faculty members expressed concern about the working condition of the equipment in the library. The faculty members feel that the equipments available in the library should be properly maintained and in working condition.

Suggestion- Library automation is essential for its efficient functioning. Purchase of hardware and suitable software is an urgent need of all ATIs. Moreover those who have already computerized their libraries need to keep them operational for
the users. The equipment like barcode scanner, fax, photocopier, printer etc should be kept ready for use when required. Proper schedule of maintenance for all equipment should be prepared and responsibility should be fixed for the up keep of the IT gadgets.

It is observed that the costly equipment is purchased only because funds are available from sponsoring agency. The suitability of equipment needs proper study before its purchase. It is also necessary to plan the proper use of it and provide training to the concerned persons for its effective use. Therefore it is suggested that above factors may be considered before purchase of equipment and if purchased they should be kept in proper condition for effective use.

**Adequate Lighting in the Library**

Reading is the most important task in libraries. Proper lighting is crucial to the overall success of a library. Quality lighting is a powerful tool that can greatly impact and enhance use of the library. In all 64 % (134) ATI faculty members expressed their view and gave importance to adequate lighting in the library.

**Suggestion** - Good lighting design in library buildings is recommended. Book stacks must have adequate light so that the library users can find books and also staff can spend long hours shelving books without visual discomfort. The librarian should study the requirement and suggest adequate measures for light arrangements. The requirement of minimum illuminance (measurement of light in lux) at different work places differs according to the purpose for example, general area 200 lux, book shelves 100 lux, Reading Room 200 lux. The librarian must be aware and should monitor on regular basis with the help of lux meter that sufficient light is provided in the library. The standard luminance levels required for various library activities is given in the Appendix – 6

**Cleanliness**

Unclean flooring, dusty racks, and stinking toilets indicate that no proper attention to the cleanliness is given by the library manager. The flooring, toilets and other functional areas must be clean. There are 58 % (122) faculty members who have recorded their opinion that cleanliness is the most important.
**Suggestion** - A cleaning or housekeeping schedule for each person responsible to keep library fresh should be prepared and monitored strictly.

Library is a collection of documents. It is observed that most of the books do not get into circulation very often and gather dust, if not dusted off regularly. Regular cleaning of books with the help of vacuum cleaner and manual dusting is essential. To avoid accumulation of dust it is also advised to have air-conditioned area for the library.

**Proper Ventilation**

The library should be properly ventilated and users should feel comfortable as they spend much time for browsing through the documents of their interest. Therefore, it was observed that 59 % (123) faculty members strongly recommended that proper ventilation is the most important in the library.

**Suggestion** - The suffocating, damp and unlighted atmosphere in the library is unhygienic. The comfortable room temperature and provision for ventilation for fresh air in the library should be monitored. The provision of fans for fresh air circulation is essential. Air-conditioning, if possible, of the entire library is recommended.

**Functional Furniture**

The furniture in the library should be welcoming and functional. Among the respondent faculty members 54 % (114) are of the opinion that functional furniture is the most important as quality indicator.

**Suggestion** – The furniture items like book stacks, circulation counter, reading tables, seating arrangement should be as per the recommended standard. There should be proper arrangements for instruments and equipment so that the staff can handle them effectively.

**6.3 SERVICES**

The services are the final product of any library. There is a constant interaction with the library users during the services performance. Therefore it is expected that
maximum care should be taken for the design and delivery of services. It was observed that 59.5% (134) faculty members opined that the ‘service’ is second in priority for the most important service quality indicator. This dimension includes various services offered by the library.

The faculty members expect value added services from the ATI libraries. The ATI libraries provide various services to the special group of users like faculty and trainee officers. The services include document lending, article indexing, bibliographic information, reference and referral service, newspaper clippings, CAS, SDI etc.

**Shelving of documents**

For the open access libraries shelving of documents is a major concern. It was observed that 60% (127) faculty members have given highest importance for the shelving of documents.

**Suggestion** - The documents in the library are often shuffled and misplaced by the users while browsing through them. However, it is expected that when user wants the document it should be in its logical sequence. Therefore proper and time to time shelving of the documents is important. It is suggested that a monthly schedule of shelving of documents should be prepared and the responsibility given to specific person. This would help the librarian to monitor the process of shelving. The library should have adequate staff for shelving of documents. The shelving job is particularly assigned to non-professional. The standard of work recommended by Government of India, Ministry of Finance (Dept of Expenditure) Staff Inspection Unit, Office Memorandum No 52 (2) SIU/65 dt 3/4/1965 is **3 hrs. for 100 books**. This includes collecting the books from the issue counter or from the readers’ table, sorting and arranging them according to their classification and restoring them at their appropriate places. Therefore ATI libraries should entrust the responsibility of shelving of the documents to non-professionals.
Support to Training Activities

Training is one of the core activities of all ATI libraries. It was observed that 52 % (109) faculty members expect that the library should help and support the training activities in the institute.

Suggestions – The involvement of the librarian in the core activity of the institute is essential. The librarians can support training activities in three phases as follows:

Table 6.1
Library support for training

<table>
<thead>
<tr>
<th>No</th>
<th>Activity</th>
<th>For Faculty</th>
<th>For Trainee participant</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Pre-course</td>
<td>Preparation of reading materials</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Planning of library sessions</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reading list for the inclusion in Reading Materials</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>During course</td>
<td>Provide support information, reference and data</td>
<td>Offer temporary membership and Lending of documents</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide help for preparation of lecture</td>
<td>Display of books related to training programmes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>---</td>
<td>Orientation of the library and its use</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Assistance for training assignments given during training programme</td>
</tr>
<tr>
<td>3</td>
<td>After Course</td>
<td>----</td>
<td>Offer membership to support reading after training programme.</td>
</tr>
</tbody>
</table>

The proactive involvement of the librarian would certainly optimize use of the library by faculty as well as the trainee participants.

List of articles from journals

The libraries have been receiving many journals and magazines. A list of relevant and important articles can be prepared and circulated to the faculty members. It is observed that 62 % (130) faculty members have considered this activity as the ‘most important.’
**Suggestion** - Ranked first among the ‘most important’ services is the list of articles indexed journals, magazines and newspapers. It is expected that librarian should keep ready the list of articles, write ups and information notes related to the forthcoming training programmes. It is suggested that the librarian should regularly scan the journals and magazines received in the library and prepare a subject list of articles. The list would be useful for the faculty members to prepare reading material for the training programme. A Documentation Bulletin or CAS bulletin can also be generated through such list. This would be a value added service to the faculty members.

**Display of new arrivals and latest issues of journals / magazines**

Libraries go on adding documents to their existing collection. The documents added should be displayed the browsing by the faculty members. This activity is essential because it updates the library user about the holdings of the library. The present study revealed that as many as 56 % (118) faculty members believe that display of new arrivals is the most important for them.

Promptness is one of the quality criteria on which the library users judge the quality of the service. The display of latest issues of journals/magazines is important indicator of the promptness. It is observed that 60 % (126) faculty members have explicitly expressed that prompt display of latest issues of journals and magazines is the most important for them.

**Time taken at circulation counter**

Quickness is another dimension of service quality most users admire. The users expect that the time taken at issue counter should be minimum. It is observed from the data that 36 % (76) users feel that it is the most important for the user to utilize minimum time at circulation counter whereas for 50 % (104) it is important. The ATI library is a special place where the ATI faculty members have prominence over all other users. Moreover, libraries do not have a rush or queue at issue counter. Therefore, the faculty members have not felt it the most important aspect of service quality.
**Suggestion** - The ATI library users have explicitly said that it is not the most important factor. However, to save the time of the user the librarian can make efficient use of the time saving devices like barcode, RFID, etc.

**Accuracy of Borrowers’ record**

The library staff should maintain the reliability of services because it is an important service quality dimension. For the library user the correctness of the record about the borrowed and returned documents is the most important. This record should always be accurate. It is observed from the data that 54 % (114) ATI faculty members stress on the need of correctness of borrower’s record.

**Suggestion** - There should be no complaints about the accuracy of record. The record should be updated from time to time. It should be confirmed from the borrower as well. It is recommended that there should be a person dedicated to the issue counter. Frequent reminders for overdue documents should be sent to the users.

**Suggestion boxes and complaint registers**

There should be provision for registering complaints either through complaint drop-boxes or register. It is an important indicator of service quality. Suggestion boxes are the customers’ voice. It is observed from the data that only 37 % (78) faculty members marked it as the most important.

**Suggestion** - The faculty members are familiar with the librarian and put their suggestions directly through the librarian. As such for ATI faculty members there is no importance of having suggestion boxes. The user is satisfied if complaints or grievances, if any, are addressed immediately. Therefore it is suggested that informal meetings with the users should be arranged in order to listen to the users’ complaints.

The quality way to resolve service related issues is to have a ‘Library Users’ Charter’ It is suggested that all ATI librarian should prepare a ‘Users’ Charter’ as described in **Appendix - 5**
6.5 Resources

The resources out of which services of the library are generated are the books, journals, CDS, VCDs and other documents. The ATI faculty members have ranked them third in the priority list of service quality dimensions. In all 154 % (113) faculty members gave the most important rate to the ‘resources’

**Purchase of Documents related to course requirement**

The libraries of ATIs have a mandate to support the ongoing training activities in the institute. It implies addition of documents related to the course as and when required by the faculty members. It was observed from the data that 66.6 % (140) faculty members opined it as the ‘most important’ that collection in the ATI library should meet their course requirement.

*Suggestion* – To meet the course requirement of the faculty members the librarian should get a list of forthcoming training programmes and its contents. This would serve as base for the acquisition of documents related to the course. The librarian should also prepare a systematic plan, with the help of concerned faculty members, for the acquisition of documents.

**Importance of Data Sources**

The ATI libraries have unique requirement of data sources for the training related activities like updated knowledge, factual information, data for assignments and planning. Therefore data sources like Census Reports, CMIE, Economic Census, Agricultural Statistics, Administrative Reports, NSS Reports, should be added to the library regularly. It was observed that 66 % (139) faculty members opined that collection of data sources in the libraries is the most important for them.

*Suggestion* – The librarian should identify need of the data source required by the faculty members and the other users. The specific data sources may be purchased after proper evaluation. The availability of such databases or sources should be known to all concerned for its optimum utilization.
Relevance of collection to the objectives of the institute

Library is an intellectual power generating unit of the institute. The resources in the library should augment the activities of the institute. Therefore 60.4 % (127) faculty members affirmed that the collection of the library should be relevant to the objectives of the institute.

Suggestion – The objectives of the institute are reflected in the vision and mission statement of the institute. The purchase policy and the acquisition plan should be prepared in accordance with the mission statement of the institute.

Collection Development Plan

The collection development is basically decision about selection of a particular item – a book, serial publication, pamphlet, document, map, database, or other print or non print information conveying information. It is an expansion of book selection which makes the collection itself a focus of attraction. Acquisition of library materials is a key process on which effectiveness of the library depends. A qualitative collection is undoubtedly the basic input for any library, which is the dynamic instrument for training, consultancy, education and research. However, as no library can acquire every document published in the field due to limited resources, selection of relevant documents becomes very essential. As a result, it becomes necessary to develop techniques to ensure that library should acquire a collection, which will meet pressing needs of its users and fulfill their intellectual, informational and recreational needs. Therefore 59.5 % (125) faculty members confirmed that the ATI libraries having a Collection Development Plan are the ‘most important’ for them.

Suggestions – The Collection Development Plan is very essential for the all round balanced development of the library. The librarian should get training about how to prepare and execute a collection development plan.

The planned development or sophistication of the library is possible with the active participation of the top management and the users. In order to seek cooperation of both, the librarian must make use of his communication skills.
Collection of Government Publications

The essential purpose of training is to provide update information to the trainee officers. During the training programmes trainee officers require update and reliable statistical information. Some assignments are given during training programmes concerned with basic statistical data like population of the area, male-female ratio and expenditure on schemes etc. For satisfying such quarries, libraries should possess the sources like reports of various committees, annual reports and departmental publications etc. It is observed from the data that 53.3 % (112) faculty members confirmed that they feel the collection of government publications is the most important in ATI libraries.

Suggestions - Therefore it is suggested that all ATI libraries should have a section of Government Publications. Since it is difficult to follow up with all government departments for their publications, it is advised to get the ATI included in the mailing list of all state departments as well as central government publications. A Government Order about inclusion of ATI in the mailing list for sending publications would ensure that the publications are sent to state ATI.

The ATI libraries could also aim at being called as Repositories of State Government Publications. Such repositories would have all government publications available at one place.

The state repositories could use new digital technology for storing and retrieval of documents so that requirement for space could be less, retrieval of document would be fast and easy.

Preservation of Reading Materials

The ‘Reading Material’ is a collection of articles, news or writes-ups on the topic related to the contents of the training. During the training programmes a support reading i.e. ‘Reading Material’ is given to the trainee officers as suggested reading or for reference in future. The ATI libraries are expected to preserve reading materials and make them available to the faculty members or trainee participants for reference when required. It was observed from the data that 53.3 % (112)
faculty members stress the need of preserving reading material in the library by indicating it as the ‘most important’.

**Suggestion** – The reading material is produced within the institute. It could be made mandatory for all the course directors to send a copy of reading materials to the library after the training programme. The librarian should make proper entries in the registers and preserve the reading material for future reference.

**Acquisition of Audio Visual Materials**

The use of Audio Visual in training programme ensures effective learning during training programmes. Various films, film clips, training modules, educational films, are always demanded for the inclusion in the training programmes by the faculty members. Moreover, digital books, encyclopedias, dictionaries are also required in the library. It was observed from the data that 50.9 % (107) faculty members have confirmed that it is the most important to acquire audio visual materials in the library.

**Suggestions** – The collection development plan should have systematic acquisition plan for purchasing audio visual materials. The list of topics may be prepared in consultation with the faculty members. The librarian should learn to evaluate the AV documents before adding to the collection.

**Reference and home lending materials**

Every library has certain materials for home lending as well as for reference exclusively in the library. This demarcation helps the user to know which documents they can borrow and which they can not. For the library staff it helps to know which documents are for lending and which are only for the reference in the library. For 32 % (68) faculty members it is the most important and for 56 % (118) faculty members it is important.

**6.6 STAFF**

As far as the delivery of service is concern the staff of the library is the most important factor. The ATI faculty members have given fourth rank to this important service quality dimension.
The use of equipment

Equipment is purchased in the library for the effective service delivery. Many times it is reported that the machine is not functioning and problem is reported to experts. This causes complaints by the customers, frustration or annoyance of the library users. The staff should be able to use computers, scanner, barcode etc. effectively for smooth and effective working of the library. The data revealed that 70 % (147) faculty members feel that use of equipment by the library staff is the most important.

**Suggestion**- The staff should learn about information technology. The staff is supposed to assist the faculty member who wish to use electronic resources. The staff should be able to solve minor IT problems immediately. The training on the use of equipment should be included at the time of purchase of it. New recruits should be trained before they are put to job. There should be schedule of maintenance of all equipment so that down time of machine is minimum.

**Polite behaviour and positive attitude of staff**

The line staff is important because it interacts with the library users. The staff who confronts the user makes the impression about the organization. Therefore polite behaviour and positive attitude is essential qualification of the service providing staff. It was observed from the data that as many as 65 % (135) ATI faculty members have confirmed this belief and said that it is the ‘most important’ for them.

**Consider user suggestions**

To invite suggestions for improvement from the customer is vital part of the service. This gives the feedback about the new services offered, infrastructure and over all services. Over all 59 % (139) faculty members have opined that consideration of users’ suggestions and complaints is the ‘most important’ for them.

**Suggestions** - In the library the suggestions received for the purchase of books, complaints, service feed back could be taken through suggestion boxes, registers or
through informal communication with the users. A user’s meet at frequent intervals would certainly help to get feedback from the users.

**Personalize service to locate document**

The document delivery is an important service in any library. From the data it was observed that 58 % (122) faculty members have opined that they expect library to offer personalized service to locate the document.

**Suggestion** – The library arranges documents in a standard accepted classified system like DDC, UDC or CC. However, the new users take some time to understand the arrangement of documents so as to become ‘self reliant’ to locate documents. In the library a help desk person may be available for locating documents. The self explanatory signage would also guide the users in the absence of help desk person.

**Knowledgeable staff**

The staff of the library should know the collection thoroughly so that they are able to help the users and provide reference service. The data also supports the statement, as 53 % (111) faculty members confirm that the library staff should be knowledgeable to assist user.

**Accurate and timely answers**

The responsiveness is the important service quality indicator. The users of the library are always anxious about various queries related to library e.g., Is there a particular title available in the library? What are my over due documents? When this specific title will be available?

Such queries need to be replied promptly and authentically. This is the most important for ATI faculty members as 50 % (106) confirm from the data collected.

**6.7 GUIDANCE**

The Guidance includes human and non human facilitating techniques for the effective use of the library resources. The non human facilities includes signage, updated catalogue, library hours, display of rules, open access etc. The human
element includes personal help, information literacy training, library orientation programmes, assistance for locating documents etc.

It is observed that the ATI faculty members have not given much importance to the ‘Guidance’ as service quality dimension. It is the fifth in the priority of service quality dimensions. The reason may be that the ATI libraries are not very big and functions are not complex. Moreover, over a period of time the faculty members become acquainted with the collection, services and activities. Thus the faculty members become ‘self reliant’ and become able to use library without much assistance or guidance.

**Catalogue as reliable source**

The catalogue of any library is an important source of its holdings. The catalogue should display update and authentic record. From the data it is observed that 55 % (116) faculty members opined that catalogue of ATI libraries should the most important and reliable source of information about the holdings.

**Suggestions** – The catalogue should be updated regularly. The processes like check in and check out should be executed immediately so that the borrowers’ record is also promptly and automatically updated.

**Independent use of catalogue**

The librarians organize library orientation programmes in order to inculcate the information literacy among the library users. The library users also feel that once they learn how to use the library system, they become ‘self-reliant’ for use of library. Learning to use catalogue is part of library orientation. The data confirms that 45 % (94) faculty members think that it is the most important. However, 10 % (22) faculty members feel that it is not important to learn how to use catalogue. This might be due to the fact that the faculty members access the library resources directly.

**Training programmes for library users**

The training of library users for the effective use of the library is necessary. Many libraries organize library orientation training programmes for the new library users
which equip them to use library effectively. However the data collected from the ATI faculty members confirm that it is ‘less important’ for 24 % (51) and ‘no important’ for 3.8 % (8) The reason might be that the new users are visiting library for very short period of time. Therefore training them about how to use the library would not be useful.

**Suggestion** –The librarian can introduce orientation programme for the new members. Similarly a small write-up about how to use the library system would help the users to use the library more effectively.

**Directional signage**

The success of open access depends on the directional signage provided in the library. The signage helps the library users to use the library independently without the help by the library staff. From the data it is observed that 51 % (108) faculty members opined that it is the most important for them that ATI library should have directional signage.

**Suggestions** - Proper direction through signage is essential for the optimum use of the resources. The librarian should look the library through the eyes of the users so as to put proper directional signage. The signage should be self explanatory and serve its purpose.

**Working hours**

Most of the libraries of ATIs are open during the office hours. The trainee participants and the faculty members may not be able to avail the facility of the library during office hours as they are suppose to be in the classroom at that time. From the data it was observed that 48 % (101) faculty members affirmed that library hours should be extended before and after office hours. Therefore it is suggested that library hours should be extended before and after office hours.

**Suggestions** - The existing library staff may work in shifts so as to keep the library open for maximum hours. The issue and receipt of books may be restricted to the office hours but the reading within the library may be extended to early morning and late night hours. For the security the electronic security gates and RFID could be used so the library staff is less burdened for the safety of the books.
Communication about working hours and holidays

The working hours and holidays are essentially communicated to the library users so as to avoid inconvenience in operations. However, the ATI faculty members (28%) have said that the communication of working hours and holidays is less important for them. The reason for such negative response might be that the working hours, days and holidays are already known to the faculty members. Therefore the faculty members do not feel that communicating the working hours and holidays of library are important for them.

Help rendered by staff

The staff in the library is always ready to help the users. The new users of the library need help, however the users who visits library more frequently do not expect help as they become self-reliant for the use of the library. This fact is also reflected in the data received from the ATI faculty members. The data stated that only 34% (71) faculty members feel that help rendered by the library staff is the ‘most important’. However, 10% (21) feel that it is ‘less important’. This might be because most of the faculty members are well conversant with the ATI library activities and collection that the faculty members seldom need help of the library staff.

Open access to the collection

The optimum utilization of the documents is possible only through open access. Therefore ‘open access’ is accepted as the best possible system for any library. The users of ATI libraries have confirmed that for 39% (80) it is the ‘most important’. However for 6.2% (13) faculty members it is ‘less important’. The reason might be that the faculty members may be either used to open access or even though the books are closed in the cupboards the faculty members can open it when they wish to use the collection.
6.8 RECOMMENDATIONS

Based upon the findings of the present study researcher has to make some recommendations for the improvement of the over all service quality of the ATI libraries. The aim of these recommendations is to provide a direction for further advancement of the ATI libraries in order to improve the service quality.

Repository of Government Publications

The ATIs are the apex training institutes established for the purpose of the training of government officers. The officers from various government department visit ATI for different types of training programmes. The ATI libraries are expected to augment the training programmes by facilitating various statistical information sources, committee reports, annual reports, performance evaluation reports etc as input for the training programmes conducted in the institute. Therefore it should be made mandatory for all the government departments to send all their publications to their respective state ATI library for preservation and reference.

The government departments publish huge quantum of literature for various purpose. Most of them may be ephemeral and not very useful from the point of view of preservation. Therefore, careful selection and standards for preservation period should also need to be set up. For the preservation of selected documents new technology like digital preservation, electronic access and easy retrieval mechanism could be used.

Since the ATIs are placed in important cities of the states, the public access to these documents would be possible. The access to all government publications would be important from the point of view of ‘Right to Information Act 2005’

Following are some of the important documents which can be a part of repository

- Department Manuals
- Annual Reports of the Departments
- Socio-Economic progress reports
- Performance budget
- Committee Reports
- Handbooks
- Schemes of the departments
- Budget documents
- Guidelines for implementation of schemes

A copy of the important documents and publications should be sent to ATI for the purpose of Repository. The Repository section in ATI would classify it into various categories. The hard copy should be converted into the soft copy (i.e. PDF) and then put into the system specifically made available for Repository for the access of the general public through web. One of the open sources softwares like Greenstone or DSpace could be used for this purpose.

Figure 6.1

Model for Repository of State Government Publications
National Training Resources Database (NTRD)

The core activity of ATIs is to impart training. Various faculty members from different ATIs are engaged in developing training modules, documenting best practices in administration, case studies, action research projects etc. As a result lot of documents are generated that may be useful to all. Similarly, the libraries of ATIs possess documents on various aspects of training and other related subjects. In the present age of globalization and economic crunches, the ATI libraries should share their resources for better information access, avoid duplication and to provide various services to the faculty members. The union catalogue of training modules, reading materials, best practices in administration could be very useful. The websites of the ATIs could be used more dynamically for this purpose.

Therefore it is strongly recommended that all ATIs should come together to form a National Training Resources Database (NTRD) which would include human as well as documentary resources.

Use of Open Source Software (OSS)

The popularity of open source software is wide spread. The main advantage is that it can be freely downloaded from the internet. Some software is available with source codes so that they can be modified to suit the requirements of the organization. The softwares like ‘KOHA’, e-Granthalaya are library management softwares where as the digital library softwares like DSpace, Greenstone are popular for establishing institutional repository of digital resources.

It was observed that most of the ATI libraries are using the commercial library softwares, the open source software could be a better option for those libraries who have not yet finalized the software. It is recommended that the libraries can consider OSS for the automation.

Association of ATI Librarians

Association is a ‘group of persons who have joined a formal organization devoted to pursuing a common interest or purpose.’ All professionals working in the similar field form their association to discuss and solve problems common to all. The ATI librarians also serve a specific user community, handle specific collection and offer
special services. Therefore it is recommended that all library professionals working in ATIs should come together and form associations of ATI librarians.

Advantages of forming Association

- It forms a network of persons in the same profession
- The affiliation to professional association is not only beneficial to individuals but also to organization.
- The professional membership confers special status
- It gives an opportunity to get acquainted with the latest development in the profession
- Leadership building

Development Model for ATI Libraries

From the present study it was observed that the libraries of ATIs are at various stages of development. They need strategic planning for overall development of infrastructure, human resources, collection, services, computer hardware and software etc. It is accepted that the development of ATI library is entirely responsibility of the ATI management, the development itself has many facets like policy formulation, staff training, resources mobilization and augmentation of infrastructure. Taking into account these interdependent and crucial factors, a comprehensive development model for ATI library is strongly recommended.

ATI MANAGEMENT

Managerial issues

The most important step would be to establish a Library Committee. The committee should meet at a certain frequency and discuss the various policies for the development of the library.

Environment

The Environment issues like infrastructure, study room facility, software, hardware, furniture, equipment etc are very essential for the over all development of the library. The hardware requirement like Server with back-up facility,
Computers, Network equipment, External storage device, Scanners, Digital Camera, Printer, Barcode and RFID technology are essential. The operational softwares should be made available for efficient working of the library. The head of the institute should consider these requirements and provide adequate funds for the purchase and improvement. The DoPT provides grants for equipment and infrastructure development of the ATI libraries.

**ATI Library Staff**

The professionally skilled staff is pre-requisite for the service quality. The services from expert persons could be made available only when attractive pay scales or UGC pay scales are given to the library managers. The appointment of proper skilled personnel is very essential in order to provide quality services and infrastructure development.

**Staff Training**

The training of staff is very crucial for the efficient working. The need for training for staff is stressed in *National Training Policy*. According to the policy document training must contribute to the enhancement of professional knowledge, understanding, and skills both at individual and collective level. Training is essential at all levels from the lowest to the highest. “Training has to be organized…covering all levels from the lowest to the highest. Special attention needs to be paid to the cutting edge, who interface with the public at large and whose performance to a large extent determines the perception of the common man about the Government functioning” The expectations about resources and their availability with ATI libraries lead to the purchase of documents. It should be in focus and in accordance with the purchase policy. It is necessary to have a systematic and planned development of the collection. The librarian of ATI should be trained to prepare a *Collection Development* plan and implement it so as to build the collection of Core Subjects, Government Publications, Data Sources etc.

The library staff is service providing staff. The service orientation is prerequisite for the service attitude. The training about *Customer Orientation* involves identification of customers, treating library users as customers, recognizing their needs and satisfying them by providing excellent service. Similarly, the training
about the attitude development towards customer orientation would facilitate the library staff to become more focused towards the users and their needs.

The library staff is also expected to get user feedback and conduct **User Surveys**. Therefore training on conducting user surveys is also recommended. The contents of such training should be Service Quality Concept, Difference of service and product quality, Dimensions of service quality, SERVQUAL, model and its applications to library field, LibQUAL+ and other surveys, Hernon and Culvert Model for users expectations

To make the library function smooth and to have better monitoring over the activities a training for preparation of **Library Manual** is also required. The preparation of manual is a technical work. The library manual would be beneficial to add efficiency to their work and monitoring would be easy.

Preparation of library **Users’ Charter** and its effective implementation is also recommended as quality indicator. The training in this regard would enhance the capability of librarians of the ATIs.

The maintenance and effective use of equipment by the library staff should be part of the training. The specific skill for the use of various equipments like Barcode reader, Scanner, Computers, Photocopy machine, fax machines and other modern electronic gadgets is required for effective service delivery. Similarly, the training should be imparted for the enhancement of **Skills** for the use of various **Operational Softwares** like System software, Network software, Office Application, Communication software, PDF software, Image editing software, File compression software, Optical Character Recognition (OCR) software, Digital Library software, Digital archives and institutional repository software.
Service Improvement

This would build the capacity of the library staff to generate and provide value added services to the library users. The ATI libraries would be able to provide following services to the library users with the use of computers.

- Newspaper clippings
- Document delivery
- Current Awareness Service (CAS)
- Monthly acquisition list
- Display of new arrivals
- Display of course related books
- Inter library loan
- Selective Dissemination of Information (SDI)
- Article indexing
- Reprographic service
- Documentation on specific subject
- Bibliographic services
- Digital documentation
- Internet

The improved infrastructure, value added services and customer oriented staff would deliver expected service quality in all library services leading to the complete satisfaction of ATI library users. The satisfied ATI library users would again demand more services which would be helpful for them to provide quality training. The library staff would also organize many other activities like Book Club, Lectures by Authors, Bibliographies, etc. as expected by various faculty members to satisfy their intellectual and recreational needs.

The satisfaction would again generate novel expectations which would need improvement in infrastructure, staff, and resources.

**Disaster Management Plan**

The library is a place of important academic activities in any organization. During the event of disaster or emergency, the library may suffer great loss in terms of property and books. The safety and care of customer is an important service quality indicator. The library users should not only feel safe but librarian should also ensure their safety while using the library services. The books are combustible and fire hazards due to short circuiting etc may result into destruction. Therefore it is recommended that all ATI libraries should have disaster management plan. Guidelines for preparation of disaster management plan is given in Appendix – 7.
**Service Quality Audit Scale for ATI Libraries**

It is said that ‘what is measured can only be improved’. Therefore to measure the service quality of ATI libraries a scale is developed and recommended. The ATI libraries can assess the service quality of their library with the help of the scale and accordingly decide the strategy for further development.

This scale is developed on the basis of the expectations expressed by the ATI faculty members. The points for check are given with brief instructions about it. Each point carries **Four (4)** equal marks. The assessor may give marks according to the compliance / availability of the service / facility in the ATI library. The details about the Service Quality Audit Scale is given in **Appendix – 8**.
6.9 **CONCLUSION**

The ATI libraries have unique collection and provide very specialized services to their clientele. Although most of the ATIs are working like a government departments, the libraries are not government libraries. They are special libraries providing services to the trainers and trainee participants.

According to the majority of the ATI faculty members ‘Environment’ is one of the most important service quality dimensions. It has been given topmost priority by them. This implies that the librarians and institutions have to concentrate on the improvement of the environment issues like silence in the study area, condition of equipment, purchase of suitable software for the library, functional furniture, appropriate IT gadgets, adequate lighting, proper ventilation and cleanliness. These are the basic issues where ATI libraries have scope for improvement. Unlike academic libraries ATI libraries are more for demonstration than for intellectual input. It is largely considered a place for comfort, prestige and reference than for academic research and knowledge generation. To generate the environment as expected by the faculty members of the ATIs is responsibility of the head of the institute. Without sincere support and encouragement of the top management environment enhancement is not possible.

The second priority given by the faculty members is ‘Services’ among the service quality dimensions. The libraries are expected to provide services consistently and proactively keeping in view the institutional objectives and priorities. The services like various lists, display of books, availability of latest issues of journals/magazines, timely and proper shelving, accuracy of borrower’s record, and support for training activities is expected by the faculty members of the ATIs.

The absence of new recruitment of library staff could be taken as opportunity for introducing electronic services. The optimum utilization of available IT infrastructure for communication and generation of services is the responsibility of the library professionals in ATIs.

The ‘Resources’ form the third most important expectation from service quality by the faculty members of the ATIs. The resources comprises of the appropriate
documents, useful government publications, training related need based collection, latest journals, useful CDs, statistical data sources etc. The librarian has to consider requirement of the users and develop the collection systematically. The resources also include the electronic resources available through internet and other sources.

The ‘Staff’ is ranked fourth among the service quality dimensions by the ATI faculty members. The library staff is the human element confronting the library users. It is expected that the staff should be customer friendly, polite, prompt and responsive to the service atmosphere. The proactive nature of the motivated staff would certainly enhance the service quality of ATI libraries.

‘Guidance’ is the last in the ranking list of service quality dimensions. The library orientation programmes, personalized help, guidance for the use of the catalogue, directional signage are important features for faculty members. The proper guidance and library orientation would help the faculty members to make optimum use of the resources available in the library.

The preference for service quality dimension indicated by each state ATI faculty member is different from the other state. The basic reason is that the various States are in different stages of development, vary in structure and also differ in priorities.

According to the Hierarchy of Needs by Moslow, the fundamental needs of human beings occupy the first or the basic position in their hierarchy. A similar hierarchy exists in case of libraries as depicted in Figure 6.3

**Hierarchy of Service Quality Dimensions**

The present study concludes that like Maslow’s theory of ‘Hierarchy of Needs’ there are fundamental expectations of the library users.
It is observed from the present research that the library users give prime importance to the environmental issues. These are elementary prerequisite for the library services. Once these issues are solved successfully, the other issues related to services are expected by the library users. The basic library services are the first priority of the users. The next expectations are about the resources or the comprehensive collection, staff and lastly the guidance. The expectations move from the most concrete to the most abstract and from physical settings to intellectual inputs.
6.10 Future Research

1. The ATI libraries are special libraries indulge in the training activities. The collection of documents is also unique in nature. Therefore a study of collection development in ATI libraries which would depict the special features and methods of development of collection could be taken up for further research.

2. The most important outcome of this study is the ‘Library Service Quality Audit Scale’ developed by the researcher. This scale is a generic scale and can be used to measure ‘Service Quality’ of any library. The scale could be used to measure the service quality of ATI libraries as well as any other libraries.

3. There are several library professionals in the ATIs all over India. The study of job satisfaction among the ATI library professionals is recommended for further studies.