8.1 Constraints encounter by the investigator
8.2 Suggestions
8.3 Conclusion
8.1 CONSTRAINTS ENCOUNTERED BY THE INVESTIGATOR

Research means searching again and again. Thus the whole process of research is not an instant job, rather it requires much time, much more sincerity, devotion and willingness, determination and dedication for continuous and conscientious adaptations and modifications of the plan and strategy to carry out the research work. Research needs considerable expertiseness and skill for carrying out the research in a most impressive and effective way, so as to yield a fruitful and reliable result. Further, a great amount of sincerity, skill and expertiseness is required for writing the text. But in practice, a investigator or researcher hardly finds favourable circumstances all the time, owing to some of the constraints he or she comes across usually in the process of research or unexpectedly in an accidental way. The present study is not an exception to the aforesaid constraints. The investigator has faced a lot of constraints during the research process, which need to be reflected for the guidelines of future researchers.

After the selection of the topic for research, the investigator took an extensive and exhaustive literature search on the topic and its related subjects. Surprisingly non-of the studies are found to have been undertaken exclusively on human resource planning of academic libraries. Further, till date no Ph.D. work has been done on this or its related topics for me to tread in the footprints. Human resource planning seems to be a new area of study in library and information science, an untrodden way and it is me the lone wonderer. Therefore, non-availability of literatures in similar studies stood on the way of all stages of the research – contemplation, preparation and presentation.

For the present study, a structured questionnaire was designed for collection of data from different academic libraries of Orissa. Notwithstanding all seriousness, it took a lot of time to bring the final get up of the questionnaire as it needed correction, addition, deletion and revision
through consultation with many librarians, library professionals, library science teachers and library experts to make it free from error prone.

After the preparation of questionnaire, the investigator has two options for collection of data i.e. either by self or by post. Since the present study covers all academic libraries of Orissa, affiliated under Sambalpur, Utkal and Berhampur University, it was not possible on the part of the investigator to go to all academic libraries personally for data collection, which are in number scattering in 30 districts of Orissa. Still for accuracy in data collection and to gain first hand knowledge on the academic libraries of Orissa, the investigator has covered most of the academic libraries under the jurisdiction of Sambalpur University and few academic libraries under the jurisdiction of Utkal and Berhampur Universities. To the rest academic libraries, questionnaires were mailed with self addressed stamped envelop. But inspite of repeated appeals and personal persuasion, the response was poor. Therefore, the study noticed that this is one of the major drawbacks of the questionnaire method. Further, though very few questionnaires mailed back carrying blank response were not considered for the analysis of data.

Above all, the non-cooperative attitudes of some librarians to give data were much painful. A few librarians were reluctant to supply their library data, as if their lacunias will be exposed in the research work. So, under some pretention they would ask the investigator to meet on some other days. But time and money are two important factors for carrying out any research work particularly where collection of data is required from a widely scattered respondents. Therefore, even though the investigator has an ambition to cover all academic libraries of Orissa personally and to collect data from all libraries, it could not be materialised due to time and financial constraints.

In the face of the aforementioned constraints, that made this humble attempt, a venture, an uphill task, the investigator has tried his level
best to sort out the defects inherent in human resource planning of academic libraries of Orissa so as to reflect a better human resource planning process for impressive and effective library service in the state.

8.2 SUGGESTIONS

Human resource is an important ingredient and essential input in an academic library. They hold a pivotal position in the matter of providing effective services to their library users. As such, well qualified and trained library personnel in required number along with adequate number of supporting staff are essential to run and administer the academic library on scientific lines. Therefore, functional human resource planning is required for the present needs of the academic libraries of Orissa as well as for their future needs in relation to the progressive development of information technology. But in Orissa, academic libraries have always remained a low priority area for administrators and authorities. As a result these libraries are poorly staffed, both in quality and quantity, which hamper the library functions and services. To overcome the constrained in human resource planning of academic libraries of Orissa, some humble suggestions have been given below.

(a) The organisation like University Grants Commission (UGC) should take some concrete steps to decide what minimum services, an academic library should provide to its users. Accordingly UGC should formulate a concrete staff pattern taking into consideration the present situation and future changes of academic libraries in 21st century. The Central and State government should take steps to implement this staffing pattern for all academic libraries, so that actual human resource required for a library can be ascertained.

(b) The library schools, set up directly or indirectly by different universities of Orissa are the major pools for human resource supply to academic libraries. Thus it is the responsibility of the LIS schools to redefine their
objectives in developing suitable human resources by taking into account the professional developments and future human resource requirements. Therefore, the curriculums and training courses in LIS schools should be revised, adapted and updated, so that necessary human resources and facilities be provided for future technology driven academic libraries. Following provisions will help the LIS schools to improve their training courses.

- recruitment of expertise in Library and Information Science, specially in communication & information technology;
- establishment of improved laboratories/workshops with all facilities to operate modern technology;
- use of audio-visual and other teaching aids in teaching;
- development of R&D education programme in LIS.

(c) Selection and recruitment of library personnel should be made through careful selection. To make this process effective and to avoid malpractices in selection, the state government should conduct examination through a State Selection Commission (SSC) or Public Service Commission (PSC).

(d) Government's reservation policy and Union's insistence on filling posts by departmental candidates sometimes results in non-filling up several posts for a considerable period of time. Therefore, the authority and the librarian should tactfully deal with this problem.

(e) It is normally found that qualifications required for certain categories of posts have no relevance to the actual job requirements. Therefore, qualifications, abilities and skills required for various posts by academic libraries should be consistent with the nature of jobs to be performed.
(f) In order to strengthen and develop suitable human resources, a continuous programme of education, training and orientation/refresher course particularly in the area of changes should be implemented.

(g) The unqualified library staff who are already recruited in different posts in academic libraries should be given chance to qualify themselves in library and information science within a fixed time period, otherwise they should be transferred and sent back to other department of the parent institution. Further the library professionals who want to acquire higher qualification in LIS or its related fields should be encouraged. This can be possible either through a regular LIS short course/condensed course or through distance education programme offered by different universities/professional bodies.

(h) Training should be a regular phenomenon for library professionals of academic libraries of Orissa. They should be given both on the job and off the job training, specially to refresh their knowledge and to develop various IT skill among them. The library professionals should be given training to develop IT skill to cope up with the change. Their skill of classification, cataloguing, indexing etc. are to be remoulded for data analysis, data structuring, data organisation, packaging and repackaging of information and for providing value added library and information services. Therefore, in the new world of IT, the library professionals' role should be that of a continuous learner, an alert user and an expert consultant, so that they can act as an integrating link between the computer scientists and information seekers.

(i) The salary scale and recognition granted to library personnel of academic libraries seems to be unjustified, which result in their poor performance. Therefore, they should be given a scale of pay justifying to their qualification and nature of job. Further they should be given academic status which will boost their morale and uphold their social image as well.
(j) The library personnel should be provided with good working environment, rewards for their job, promotion facilities, and other types of fringe benefits which will motivate them towards their work, so that high standards in library services can be achieved.

(k) With the demands for new and improved services, the academic library authority should undertake systematic planning of additional staff and other training facilities basing on job analysis.

(l) The librarian should be given autonomy to frame rules and regulations of the library in its own line. In this context, the prevailing practice of Professor/Lecturer-in-charge of Library should be abolished and Librarian should be considered as the head of the library.

(m) Lack of performance standards has greatly hindered the work allotment and performance evaluation. Therefore, performance standards of library personnel should be redesigned in the context of the present working environment and the change in library services.

(n) Since academic libraries are non-profit service organisations, the parent academic institutions should allot adequate funds in their budget so that proper planning of human resources can be adopted.

(o) The professional library associations, both of national and state levels should pay concerted attention to solve the problems of the library personnel. Therefore, it is suggested that such professional bodies should conduct periodical survey on different areas of human resource planning.

(p) The U.G.C., other national and state research institutions, professional bodies should conduct regular seminars, conference, meetings, workshop, training programmes for library personnel on different areas of LIS, so that they can train themselves to provide effective services to users.
(q) It is suggested that there should be sincerity and commitment on the part of the authority/administrator of academic institutions towards their libraries because it is indispensable for effective human resource planning.

(r) It is also suggested that certain skills and competencies are to be developed by the library personnel. It can be achieved by improving both professional and personal competencies. Professional competencies relate to the knowledge in the area of information resources, information access, technology, management and research and the ability to use these knowledge for providing LIS services. Personal competencies are the set of skills, attitudes and values that enable library professionals to work efficiently, focus on continuing learning throughout their career, and act as a good communicator in the new world of work.

8.3 CONCLUSION

The present study reveals a sad panorama of academic libraries pertaining to their human resource planning. The survey result highlights that most of the academic libraries are poorly staffed. The non-professionals outnumber the professionals in most of the libraries. They are not recruited as per the norms for the libraries, rather they are recruited for different clerical posts by the authorities of parent institutions and then transferred to libraries. Thus virtually it is a hodge-podge, a juxtaposition of individuals rather than a communion of minds and unison of hearts and purpose. The salary structure and other motivating factors provided to professionals are far from satisfactory. As a result, academic libraries are unable to provide effective services to their users and fail to cope up with the fast changes of library environment due to the emergence of library information technology. This is because of the fact that since there is little or no scope of library personnel to undergoes training, continuing education programme, the library personnel are unable to develop skill and knowledge on these latest developments in the field of LIS. The state of human resource planning
seems to be as much neglected as underdeveloped and acts as deterrent to the real situation in academic libraries of Orissa. Therefore, urgent and worthwhile steps should be taken to redesign human resource planning process. Nor can we avoid/ignore this vital aspect and leave it to its worst state of affairs because, academic libraries are as good as hearts in the anatomy of teaching and learning process in an academic set up and the success of academic libraries largely depends on its human resources. Rather intensive study and improved research are needed to streamline the human resource planning of academic libraries.

The academic library environment is currently undergoing a rapid and dynamic change. On one side there is an increasing demand for processing of data and retrieval of information in the quickest possible time, on the other hand the publishing media are undergoing revolutionary changes. Further, the new developments in the IT, make the traditional library and its services slowly but steadily gliding towards computerised library, then virtual library and more recently digital library. In the academic libraries of Orissa, even if the introduction and use of information technology is in the budding stage, it is true that the age of IT has opened and its foundations have been just laid down. It is also a fact that there will be no place for traditional libraries in the domain of information and may have nominal existence reduced to the status of a store house of books and other printed documents. Thus in this changing environment library professionals would become the guardians of information and would be the vehicle to carryout democratic access to information, rather than custodian of books or knowledge. In this context planning of the most valuable of resources of academic libraries i.e. its human resources should be of paramount importance and immediate attention. Therefore, in order to get best human resources, a best conceivable planning policy needs to adapted and be implemented. The proposed human resource planning policy as conceived by the humble research work mutatis-mutandis connotes: careful research on
the present and future needs of the academic libraries vis-à-vis the recent most IT and its impact on academic libraries; implementation of a sound staffing pattern in concord with the standards and prescriptions of the esteemed University Grant Commission (UGC) and as laid down a model by the scholar; effective employment planning with systematic selection and recruitment of personnel required for a job in consistence with the nature of job; an efficiently working system of existing human resources that is an efficient instrument of matching people and job and overcoming all barriers to flexibility and elasticity in placing them in right position and order in the organisation; devising and improving training and continuing education program that inculcate requisite knowledge and skill and adapts individuals the productive and prospective work force to the conditions of work; optimum utilisation of existing human resources to improve the performance of employees with different motivators; and evaluation of performance that assess the standards and grades of employees and provides supervision and control and highlights the need of further training in specific areas lacking skills.

Therefore, it is concluded that immediate steps should be taken to remove the impediments inherent in the human resource planning and to adopt and implement a best conceivable human resource planning process for academic libraries of Orissa.