Growing on a Solid Ground: The Training Needs of Library Paraprofessional Staffs in Landscaping Information Service

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ABSTRACT

This study aimed to determine the training needs of library paraprofessional staff in landscaping information service. Qualitative method employing phenomenology as a research design were used. Library and information science education (LIS) emerged as major theme with core ideas on no formal education occurred. Knowledge and skills that resulted to lack of technological know-how in organizing library materials and insufficient information literacy appeared to be essential in the service delivery. Also, strengthening administrative planning transpired as another major theme while no training plan and inadequate information and instruction to newly hired contractual workers were emphasized. On-the-job training for technical and mechanical processing of library materials was another suggestion. In-service training for seminars and workshops, library materials circulation and information services were given emphasis as well as vestibule training and benchmarking activity. The results pointed out that there is a need to conduct trainings to paraprofessional staffs to provide quality services to clients.

INTRODUCTION

Libraries play an important role in the civilizations. They preserve the past, uncover the present and predict the future. Good libraries are the combination of latest research material, proper technological resources, pleasant and peaceful reading and research environment and well-qualified and trained staff (Hussain & Soroya, 2017).

Facing challenges such as the rise of millennial information users, the vast growth of knowledge, information overload and changing trends in library services the library paraprofessional staffs need to handle variety of user's need . As such training to library assistants must be needed to equip them with the knowledge and skills needed in the job. Clients want efficient and effective service delivery. The need to respond to the information researchers is a call of duty.

Scholars defined paraprofessional as staff usually working under the supervision and guidance of a professional (James, 2011). Moreover, Oberg (1992), Makinen and Speer (1993), Fragola (2009) and Masrek et al. (2012) are of the view that the term "paraprofessional" is usually used for library technical assistants and library technicians who help the professionals in libraries to run the library setup smoothly. They are assigned routine tasks as matching reference and information queries, shelving, circulation, cataloguing and classification.

The professional license librarians hold a degree in Library and Information Science from accredited library science institutions. On the other hand, the paraprofessionals are those workers who do not hold a degree in Library and Information but assist librarians in their works. They are further classified into library assistants and library officers. In terms of educational qualification, library assistants are graduates of any four year course and they make up a large percentage - up to two-third of the total staff strength in libraries.

In Agusan del Sur State College of Agriculture and Technology Learning Resource Center (ASSCAT-LRC) various problems were encountered by paraprofessionals such as their lack practical knowledge on technical and mechanical processing of library materials and no training program design for their orientation and instruction on library services. These were not properly addressed. Contract of Service (C.O.S) employees were hired to work in libraries without formal training in library science education. As a four-year degree holder in other fields, they do not have practical knowledge on the job assigned to them.

A lot of researches on training needs were conducted in other countries such as the study of Bamidele (2013) on training need of library assistants in academic library in Nigeria stated that most academic libraries, library assistants are found to carry out task of shelving books and routine circulation desk activities among others. Training of library assistants is very necessary because they are involved in the day-to-day processing and organization of materials in the library. They also work on desks or computer terminals entering data, compile bibliographic records, and help patrons find library resources that require training because of changes in library services. But, none were conducted in Agusan del Sur thus making this study institutionally and regionally relevant.

Research Questions

1. What are the problems/challenges faced by library paraprofessional staff?

2. What are the training needs of library paraprofessional staff?

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LITERATURE REVIEW

Several staffs with library science degrees usually a Master in Library and Information Science (MLIS) in the USA are trained in analyzing and organizing data in meaningful ways. There are many areas of specialization in library science programs. Degree candidates can focus on information management, cataloging, archives and digital libraries, among other topics (Tadic, 2005). In relation, Kumar (2012) when he said that the disciplines that are associated with library science are education, management, and information technology. The main objective of any library is to accumulate, organize, preserve and disseminate information resources. More so, Corrao (2016) he mentioned that librarianship is becoming increasingly vital in the process of evaluating and editing what is most valuable, as well as categorizing and classifying it for easy retrieval and use. This statement was proven in the study of Moreso, Oke and Oguntuase (2010) that training and development of library staff in any academic library contributes significantly to productivity because trained staff are motivated and better equipped to utilize their knowledge, skills, and abilities.

Changes in libraries in recent years have resulted in the need for new or expanded skills, abilities and knowledge of library assistants. These changes include the implementation of new technologies such as computer-based cataloguing, automated circulation systems, online access to machine-readable bibliographic databases, and the development and formalization of personnel policies and procedures (Dawha, 2009). Furthermore, Fitzgibbons (2008) posits that computer skills are requisite for library work in general while the librarians and library assistants must have a high enough level of knowledge to troubleshoot and assist clients in all areas of service need.

a study conducted elaborated that library assistants replied to research queries and provide advice and assistance to library users; work as part of a team in a library or information service environment; identify and correct minor faults with multimedia equipment; shelve library resources; direct customers to use information services, like electronic catalogues, electronic information resources, and other library resources (Bamidele, Omeluzor, & Imam, 2013. As stated by Davis (2011) libraries face a host of new challenges, among them finding ways to stay relevant in the Information Age. Libraries are required to do more with less, and the skills library professionals need continue to evolve. This problem is compounded by the closure of many library schools in South Africa over the last few years which has added extra pressure on staff development in libraries to close the information skills gap. Morover, the study conducted by Khan and Bhatti (2012) emphasized that due to changing needs of library users, the libraries also need to be changed. A dynamic environment like academic library requires librarians and library assistants to have strong abilities in library services delivery for all types of print and electronic information retrieval.

The academic library single most valuable resource is its workforce. Without educated, well-trained, and motivated librarians and library staff, an academic library program is ill-prepared to meet the needs of its clientele or the challenges that face institutions of higher education. Thus, the head librarian must develop a training programs design for COS paraprofessional workers. Such programs will help to realize the organization's mission to deliver the best services to clients (Connor, 2009). In fact, according to a research conducted professional development for library assistants is the way to enhance the skills and competencies needed for performing the library tasks more skillfully. In fact, Khan and Rafiq (2013) said that tt enables the library professionals to upgrade their knowledge according to the needs of the readers. Staff development initiatives are very important tools for developing library professionals to face current and future challenges.

The absence of training plan on the part of the administration was clearly cited by the participant saying that a training must be initiated from the admin itself to enhance the initial knowledge that the paraprofessional workers had learned from the day-to-day working in the library. Orientation accompanies training, but the two are not identical. It has frequently been noted that training emphasizes the specific details (what and how), while orientation focuses on the big picture (why). As noted above, orientation should express the importance of the new employee's role to achieving the organization's mission (Wallace, 2014). Line Managers work closely with their staff and are therefore in the best position to identify any needed training interventions. Performance contracts are developed every year at the beginning of the year between the line manager and their employees. Each performance contract has a development needs section where staff and their Line Managersshould indicate any training and development needs/gaps. These sections are used by the Training Librarian to plan the training interventions for the year. It is therefore crucial that these sections are completed thoroughly (Lockhart, 2012).

The Concise Oxford Dictionary (2006) defines training as "bringing a person to a desired state of efficiency by instruction and practice". Development is also defined by the Longman Dictionary of Contemporary English (2005) as "change that makes a product, plan, idea etc. better". Training and development of an employee is therefore regarded as one of the most important functions of effective resource management and service delivery (Abban, 2018). In addition, Amoah & Akussah (2017) advocate training and development of human capital as a key to addressing the information needs of clients, especially in this era of information overload and technological advancement. Jabeen (2010) investigated the training avenues available to library professionals in Pakistan and suggested some measures to be taken for its improvement. (Khan, Khan, & Khan (2011) contends training and development is the most important factor in the business world because training and development

increases the efficiency and effectiveness of both employees and organization.

On the Job Training

Training is a technique that focuses on the achievement of particular goals and objectives of an organization Bamidele, Omeluzor, and Imam (2013). In similar manner, Managementstudyguide.com (2012) training is given on four basic grounds; new candidates who join an organization are given new knowledge, existing employees are trained to refresh and enhance their knowledge, updates and amendments that takes place in technology. Indeed, it is likely to hold a training of different types before a newly hired employee will start working in a particular organization. Wherein, Word Quotient (2009), training is a joint and an ongoing process between the employee and the organization aimed at overall development of the individual and in turn the organization. Furthermore, training can be understood as the process of teaching employees new skills that are essential to perform their jobs. Training is usually applied immediately after recruitment, but in some organizations, employees undergo training on a periodic basis that can be understood as "developmental training .

The LRC library assistants must be trained before they would be assigned to work in the library promises. The purpose would make them fully aware and oriented with the different works on how library materials were organized in order to disseminate information in an orderly manner.

Equally important are the statement of Cabonero and Dolendo (2013) when they said that organization of library materials are the focal point on how library serve its clients on a day-to-day basis. This gives the description of all library materials which should be put in the shelf list and the on-line public access catalog (OPAC). The description includes such information necessary to distinguish books from all other books other library materials, different editions of the same work and should include its scope, contents, and bibliographic relationship. Basis for description is the title page of the book and whatever information that can be gathered from the examination of these library materials and / or resources. Library materials are organized based on an accepted scheme of classifying and cataloguing following the Dewey Decimal Classification System. A well organized library collection provides easy access and retrieval of materials. Classifying and cataloging are the most indispensable work in the library which will always go together. The library catalog is the basic bibliographic tool and the key to information of what the library contains.

In relation, the most commonly known housekeeping operations are acquisition control, serials control, cataloguing, and classification and circulation control. Library automation or Integrated Library System (ILS) is an enterprise resource planning systems for a library, used to tracks items owned Neelakandan, Duraisekar,

Balasubramani, & Srinivasa, 2010). A professional worker for instance, can share her knowledge and skills towards how services could be beneficial to clients (Ullah, 2014). (Bhatti, 2012) identified inadequate in-service training forlibrary staff and suggested a national committee consisted on stakeholders for the improvement of the situation.

Library professionals have expressed that management and leadership skills, information technology and communication skills are the priority areas that need to be covered while designing in-service training initiatives for library paraprofessionals in Pakistan. They found that 80% preferred practical work (courses/workshops) and only 20% respondents emphasized for lectures and exercises (Khan, & Rafiq 2013). Furthermore, we all need to recognize that training is not a luxury, but a necessity (Abban, 2018).

Seminar-workshops and Benchmarking Activities

Seminar is referred to as a meeting in which you receive information on and training in a particular subject while workshop is defined as a "brief intensive educational program for a relatively small group of people that focuses especially on techniques and skills in a particular field (Ullah, 2014). Seminar usually accompanied by a workshops. A series of information is released about a particular topic afterwards an application to the knowledge learnt has to be illustrated through workshop so skills would be acquired.

The scenario workshops were a good chance to 'confront' challenging issues, and there was evidence that it strengthened stakeholder networks through exchange of information and experience (7seventh Framework Programme, 2018). In relation, Millot and Buckley (2013). said that scenario workshop enables the exchange of knowledge, opinions, wishes, doubts, criticisms and suggestions on a particular problem from different sectors, whether they are researchers, practitioners, policy makers or mediators. The purpose is to stimulates constructive discussions and subsequent involvement in the context of a collectively defined objective and whose very first steps have been identified and their implementation distributed among the participants.

Eze (2012) training is necessary to face the realities at work on a daily basis at the reference area. It enhances the personnel to be well equipped for challenges otherwise that could overwhelm them. Training is a planned and continuous program aimed at positioning employees to solve problems in the workplace. Bamidele (2013) considering these stated duties that are carried out daily by library assistants, there is no doubt why they should not undergo adequate training to engender quality services to the library patrons. Library assistants perform variety of responsible and clerical work in support of daily library operations.

Library assistants are the people involved in the day-to-day activities of a library. They perform tasks such as collecting returned books, lending out books or

periodicals and other library materials. They also register new library users and help them use library facilities effectively. Library assistants are the people behind the meticulous compilation of book titles for order. They sort the books and periodicals consulted by library users and arrange them on shelves on daily basis. They help to make the experience of a library patron less tedious. They are always available to help users locate desired titles, and answer some of their queries (State University, 2018).

The workshops was introducing to the staff an automated library system and to the varieties of software that can be used for the development and management of an automated library. It would help the technical library assistants especially those who deal with the DLM, are given the job education training on how to operate the system exactly to avoid mistakes and possible loses of resources during the actual work (Ajidahun, 2007).A properly computerized library will help its users with quick and prompt services.Library automation refers to mechanization of library house keeping operations predominanty by computerization(Neelakandan,Duraisekar, Balasubramani, & Srinivasa, 2010).

As Edith Corwan University (2011) defines benchmarking as a continuous and systematic process of comparing products, services, processes and outcomes with other organisations or exempla rs, for the purpose of improving outcomes by identifying, adapting and implementing best practice approaches. Moreso, Benchmarking enables universities to assess their performance and improve practice in a cyclical process involving both quality assurance and quality enhancement (Oliver, 2011b). The activity offers access to something new learning. An attempt is made to create working condition similar to the actual workshop activities. After the training workers may be put on a job. This enables the workers to secure training in the best methods to work and to get rid of initial nervousness and will prevent the worker to commit costly mistakes with operating machines (Chand, 2018). This will take place in the cataloguing department. A library's online catalogue becomes the first point of access to the library's information resources. Its quality can be improved and enriched in many ways to raise users' satisfaction. Aside from the improvement in technical aspects, efforts should also be made to promote collaboration between technical and public services so as to ensure efficient processing of materials and to meet the needs of library users (Huang & Wong, 2018).

MATERIALS AND METHODS

It utilized the qualitative method of research via phenomenological inquiry. Ariola (2006) defined the term phenomenology as the method that examines the lived experiences of the people involved in a phenomenon. The concept used in-depth interview to describe the experiences of the people observed. I gathered about phenomenological inquiry, I added another concept as Cayogyog and San Jose (2011) explained that phenomenological approach is trying to understand the participants lived experiences. According to van Manen (1990) phenomenology aims at gaining a deeper understanding of the nature or meaning of our everyday experiences. Moreso, Gray (2004), holds that any attempt to understand social reality has to be grounded in people's experiences of that social reality. Hence, phenomenology insists that we must lay aside our prevailing understanding of phenomena and revisit our immediate experience of them in order that new meanings may emerge.

There were three research questions presented to the participants. Each topic contains interview guides with probing questions that were generated from the participants responses. The participants were given the "Informed Consent" letter and were interviewed on their chosen place. It was clarified to them that the interview was focused on their work experiences in the library. That, information obtained from the questions is expected to provide valuable information on the matter which may addressed the training needs of the library assistants. Also, the participants were given an option to remain silent, or to answer with a yes or a no depending on their choice so their answer would never had any limited value. They were encouraged to answer honestly and that there was no wrong or right answer.

The researchers were guided by an idea from Creswell (1998) in gathering my data, he said that about 5 to 25 interviewees would be enough as participants. In this lens, the participants interviewed were 5. The phenomenon of this study employed Cresswell and Clark (2011) defined purposive sampling as the involvement of the individuals who are knowledgeable in a particular phenomenon of interest. It will recognizes and selects people who have direct experiences with the situation.

To execute ethical considerations in the conduct of the interview, participants were told that interview would be recorded for transcription and data analysis purposes. Also, the participants were assured that answers will be treated with utmost confidentiality and they can withdraw from the interview at anytime they want to. Afterwhich, data gathered were analysed reflecting major themes and core ideas.

RESULTS AND DISCUSSION

The narrative stories of the participants were analysed to get the thematic analysis of the information. The interviews were semi-structured, conversational, and questions were used to set the tone. We sought the idea through the careful analysis of Smith, Larkin, and Flowers (2009) in classifying the word and thought patterns which set the stage for core ideas identification for later theme emersion. In relation, Schuemann (2014) elaborated that as he read the transcription again and again, he entered into phenomenological reduction by delineating units of meaning.

As the researchers strategized the system used by several researchers aforementioned, we accomplished by noting patterns in the way the participants described their experiences and problems in landscaping information

Table 1: Problems Encountered by Paraprofessional Staffs

Major Themes	Core Ideas
Library and Information Science Education (LIS)	No Formal Education in Library Science
Knowledge and Skills	Lack of Technological Know-how Inadequate Information Literacy
Administration and Management	No training design Lack of Orientation and instruction

service. We then clustered the ideas to support the formation of major themes. Major themes emerged were Library and Information Science (LIS) education, knowledge and skills, and administration and management. Each of these had core ideas that further illustrated the participants' lived experiences.

Qualitative inquiry had given me the opportunity to engross with the problems I investigated. As I discovered with the library assistants lived experiences, I was overwhelmed to write a descriptions that would helped the library administration and the governing body to design a plan and program to address their common concerns. One of the interview questions I asked from the participants was about their problems on library works. Their responses had ended with description and offered as a representation of their voice. Each answers were recorded, transcribed and analysed to get the major themes.

Library and Information Science (LIS)

Library science education was recurring theme in many of the participants interview. They unanimously expressed their similar concern that LIS education was most and foremost needed in the execution of their work inside the library premises. Their lack of knowledge in the job had brought them into trouble serving the students' queries at the reader's area. They couldn't tackle excellent service when they too, had the predicament in understanding the entire system. One of them articulated that she found it very hard working in the library, when the entire body of knowledge surrounded with her everyday is a new place for her. The importance of library science education degree is very much needed to handle library works.

Another one mentioned that if only Bachelor of Library and Information Science (BLIS) course was offered in the school she is very much willing to enrol. She furthered stated that this course is needed in order for her to provide quality service towards student's researches. She also mentioned that a candidate holder on this field can manage and catalogue materials for organization of collections. A research literature of Tadic (2005) was aligned with her statement on this when the researcher said that in USA a staff is a graduate of Master of Library and Information Science (MLIS). They are expert in data analysis in so many ways. Among specialization in the library science program mentioned are knowledge management, cataloguing and classification, records management, documentation and library automation.

No Formal Education in Library Science. As a new employee one empathized the importance of formal education degree in the profession to deliver the best services needed. One of the participants was an information technology graduate and she related her field of expertise to her actual works. She further stated that the bulk of works she was assigned to perform each day are related to her course of study when she was a college student. Though, she can relate to library works with regards to the presence of the library technological advancements as an IT professional, still she found it hard to serve the students by providing related references for their research queries. Her thought was proven in the study conducted by Kumar (2012) when he said that information technology, education and management are fields of disciplines that are aligned with the library science course.

Knowledge and Skills

Pertinent to the services needed for library staff to serve the students, the importance of knowledge and skills on the job is a must. One of the interviewees further elaborated that acquiring knowledge and skills became one of her problems while serving the student's queries. She needed the necessary abilities for accurate retrieval of information especially in keyword searching for online queries in which her opinion conspired by the statement of Corrao (2016) he expounded that librarianship is a very important profession for evaluating information resources, organize and disseminate it to users. Easy retrieval of information is admirable in order to provide quality service to student users. In addition, the study of Oke and Oguntuase (2010) said that training of library assistants would help to contribute significantly to the success of the organization. As such, they may become motivated towards better service using their abilities, aptitudes and capabilities.

Lack of Technological Know-how. The changing face of libraries have cause the need for training to be expanded. The knowledge and skills of the library assistants are very much needed in order to suit the changing need of time. Changes that are needed are to include the implementation of computerized cataloguing systems, machine-readable online access to bibliographies. Staff policies need to be strengthen as well (Dawha, 2009). Furthermore, Fitzgibbons (2008) speculates that knowledge on computers is vital to be acquired by paraprofessional assistants and support staff in order to assists patrons towards their research services.

This statement was elaborated from a research conducted which in turn were also the concern of one of the participants interviewed. She said that knowledge in technical services such as cataloguing and classification is

very much needed in order for them to have a grasp of the general arrangements of the library materials. A typical exampled she mentioned is the way books are arranged on shelves using the call numbers. A digit-by-digit placement of numbers in between decimals need to be familiarized for shelf-reading and proper books shelving. For them these numbers are quiet difficult to understand when it comes to locating books on shelves when coaching and mentoring is not properly administered to newly hired support staff in the beginning of work assignment. How much more with the application of new technologies – the computer-based cataloguing system or the Online Public Access Catalog (OPAC).

As to the knowledge in the job, a participant opined that as a library assistant and work as part of a service team to assist librarians he tried to learn from his own undertakings. He used his initiative. He further elaborated that he responded to enquiries and provide advice and assistance to library users even if he lacked the knowledge in the job assigned to him. He said that he wanted to gain a basic knowledge on library science education in order to perform about his duties and responsibilities. He found it hard serving the need of students especially on the online searches. In this lens, an exploration led to explain that library paraprofessionals were tasks to answer research queries and give guidance to users, they function as a team in a network environment. They assist customers on how to retrieve information from catalogues and other electronic resources. A staff must have a basic knowledge with equipment in the multimedia technology so that they can work on minor technicalities when something went wrong with the equipment. Aside from that, they were in-charge with book shelving and arranging other print resources (Bamidele, Omeluzor, & Imam, 2013).

Inadequate Information literacy. Library working personnel must be an information literate. One cannot served fully to its clients when she cannot fully comprehend the interest of the digital native library users. A study conducted stated that library working personnel must be knowledgeable in information sources in order to provide better service on the digital users. Knowledge on the use of computer and ICT utilization, incorporated library programming, subject headings, cataloguing and classification system, referencing styles. Facility to coordinate and evaluating information needs are compulsory in accomplishing professional undertakings (Ullah, Ameen and Bakhtar, S. 2010).

A participant said that with the evolving technologies library working personnel must be upgraded with the new educational apps in order to serve the millennial that information literacy has a role towards better service delivery. As stated by Davis (2011) libraries confront a large group of new challenges, among them are discovering approaches to remain applicable in the Information Age. It required to accomplish more with less, and the abilities of library professionals necessitate them to keep growing in a technological advancements. This issue is compounded by the termination of numerous library schools in South Africa. Issues on the information illiteracy had not been address well due to the problems on closure of libraries. Morover, the study led by Khan and Bhatti (2012) stressed out that because of changing needs of library clients, the libraries should be changed. Professional librarians and assistants must be knowledgeable in all types of collections from print to non-print media to execute services quick and easy.

Administration and Management

The library management must strengthen the plan of action to conduct orientation and instruction to newly hired employees. This will help the contractual worker become aware on the services which the library render to users. A participant clearly elaborated that a plan is needed for them to be given the chance to learn the practical way of doing things inside the library while rendering customer service. They explained that it would be better if training for newly hired contractual workers be done before they will start working.

This statement was aligned with Word Quotient (2009) he said that a training is a collaboration of every person involve in the organization in which the purpose is to develop the knowledge and skills to make the organization productive. He further stresses that developmental training is also practice in some organization to have a periodic development of each personnel in order to function well in the job. It was encouraged that before a newly hired employees would start from the job, there must be a training conducted for the purpose. This plan must be intensified so this could be administered thoroughly. However, many of the organizations a conduct periodic training and they called it a formative training.

No Training Design. As stated by Connor (2009) a higher education library's single most significant asset is its manpower. Without proper education, well-trained, and well-motivated working personnel the institution is ill-prepared for its mission to meet the clientele interest towards research. Thus, the head librarian must develop a training programs design for COS paraprofessional workers. Such programs will help to realize the organization's mission to deliver the best services to users. Indeed, a study conducted said that there is a training for professional development of library contractual workers or assistants in order to develop their competencies and skills. Such development will help them improve their initiatives to make them more efficient and effective worker to serve the interests of the readers and to confront with present and future challenges. (Khan and Rafiq, 2013).

The absence of training plan on the part of the administration was clearly cited by the participant saying that a training must be initiated from the admin itself to enhance the initial knowledge that the paraprofessional workers had learned from the day-to-day working in the library. In support to this idea Abban (2018) said that training and development must be a fundamental and integral part of a library's management plan.

Lack of Orientation and Instruction

Orientation and training must go together but not totally equal. It has to be understood that training is about the details while orientation is about the reason why an activity has to be conducted. It must be expressed in an orientation the significance why the new employees are hired in achieving the organization's goals and objectives (Wallace, 2014). As aforementioned, orientation to new employees signifies success of the employees contribution to the organization. A participant proven these statement is important when she said that orientation of new employees to the workplace is vital and necessary. One mentioned that she was expecting to have an orientation prior to her actual works but it was not formally and clearly elaborated as she expected it.

Programs that encourage to create a plan and programs that would equipped the working personnel with familiarity of all collections inside the library. Line managers are the ones who knows what are the training programs needed for their staffs. It is suggested that this development needs has to be identified at the beginning of the year to fill in the gap. This action is design to serve as a guide for the training librarian to prepare an intervention program needed for a particular group of individual (Lockhart, 2012). One of the problems elaborated by a participant was the absence of training and development intended for library paraprofessionals. She mentioned that this activity is beneficial to library assistants, to the professional librarians and to the organization per se. She mentioned that as managers librarian should design a training for them to gain knowledge on library services.

Training Needs of Paraprofessional Staffs

Training need for staff development comprises management of human resource in an organization. It is the most integral asset for progress. The Concise Oxford Dictionary (2006) characterizes training as conveying an individual to an ideal condition of proficiency by guidance and practice. In relation, development is characterized by the Longman Dictionary of Contemporary English (2005) as change that makes an item, plan, thought and so on become better. Preparation of an individual to become an effective employee is an important function of an organization (Abban, 2018).

In similar manner, Amoah and Akussah (2017) campaign that improvement of human capital as a vital component to attend to the actual need of the digitally native customers in a technological era. Another researcher Jabeen (2010) examined if there are trainings available in Pakistan intended for library working personnel to determine possible improvement. In fact, R. A. Khan, F. A. Khan, and M. A. Khan, (2011) compete that training and advancement is the most vital factor in the realm of business establishments to expand the proficiency and adequacy of the working individuals and the organization. The training indeed is very much needed in order to improve employee performance and productivity. A development program will enhance employees knowledge and skills that would make them an efficient and effective employees in an organization.

The bits of information from the encounters of the library paraprofessional staffs breed the supplementary topics: On-the-Job Training, In-Service Training, Vestibule Training and Benchmarking Activity.

Table 2 addresses second point of enquiry on identifying training needs of the library assistants. Results showed on-the-job training, in-service training, vestibule training and benchmarking activity emerged as major themes

Table 2: Training Needs of Paraprofessional Staffs

Major Themes	Core Ideas
On-the-Job Training	Technical Services Mechanical Processing of Library materials
In-Service Training	Seminars and Workshops Circulation of Library Materials Information Services, Sources and Products
Vestibule training	Hand-on Training on Library Automated System
Benchmarking activity	Library Visits

with corresponding numerous core ideas presented in tabulation form.

On-the-Job Training

Staff training in the library is a significant component that guarantee positive client encounters. Component of staff presented to applicable training need mediations ought to be offered significantly to give the finest customer service. As I dug up with the different problems alongside with the library services I got some important suggestions and recommendation from the participants involved in the phenomenon of study. One of the interviewees mentioned about the importance of on-the-job training to gain more knowledge and skills on how the books are classified according to subject areas. As a graduate of a four-year degree course not related to library science education, a paraprofessional worker found it hard to perform jobs related to library works. He further stated that training is very much necessary to be conducted.

A related study states that training is a procedure that concern about the improvement of abilities and understanding in a specific employment. Training upgrades and enhances employees' aptitudes; gives information to change worker's attitudes; and qualities

toward a specific direction. Training is a method that focus around the accomplishment of specific objectives and goals of an institution (Bamidele, Omeluzor, & Imam, 2013). In comparative way, Managementstudyguide.com (2012) training is aligned with the four fundamental grounds; newly hired working personnel who are participants to this training will gain new learning, existing staffs will be revitalize and improve their insight, and will become updated with the changes that occur in timing with the technological advancements . Without a doubt, it is probably good to hold a training activity centered to a newly hired personnel prior to start the work process in an organization.

The LRC library assistants must be trained before they would be assigned to work in the library premises. The purpose would make them fully aware and oriented with the different works on how library materials were organized in order to disseminate information in an orderly manner.

Technical Services

In an information world, accessibility is most important thing to consider otherwise information sources will become useless to patrons. This crucial fundamental function is inside the idea of cataloguing and classification. In this way, classifying is a basic procedure that gives access to all information stored in the library for it enables individual users to discover the information sources for their own professional development, improvement and satisfaction. It likewise gives passages to access point to some data such that clients will have the capacity to find ways for researches (Cabonero & Dolendo, 2013). As a library technical working staff, a library assistant must be educated about technical works so that he should be able to function as expected. These prerequisite is an absolute necessity to every one since this would fill in as foundation on how books were arranged by subjects in a sphere body of knowledge.

We are convinced that classification and arrangement of library materials are the point of convergence on how library serve its customers on an everyday premise. This gives the presentation of all library materials which should be placed in the Online Public Access Catalog (OPAC). The presentation of one material is necessary to recognize books from every single other book and other library materials print or non-print media. This will distinguish different types of works that should include its content, scope, and bibliographic relations. The book description such as title page is the source of information needed. Organization of library materials is based on the accepted international standard cataloguing and classification tool the Dewey Decimal Classification (DDC) system. Library collections must be organized for easy retrieval of information and dissemination to users is quick, easy and satisfying. The index to all library collections is the card catalogue which will point out on the actual location of the materials that the library collects.

Anent to this, a paraprofessional staff cited a training activity that pointed out the neccessity to hold a workshop on how books are classified according to subject content. She elaborated further on the importance of understanding the different numbers reflected on the spine of the each book. She was referring to the call numbers. She mentioned that these numbers need to be understood by many of them, it is important that a library worker would have a basic knowledge on every little thing that the library is upholding. Thus, based on this services in which the library is holding unto, library assistants must also gain knowledge on how books are to be catalog and classified according subject for easy retrieval of information. In like manner, Luther (2010) stated that classification of materials inside the library have constantly held a situation in the educational program of library schools. He further clarifies that despite the fact that ideas are changing concerning the nature of training, classification of materials is impose to be learned by some students studying library science education training.

Mechanical Processing of Library Materials

As the materials arrived in the technical section, mechanical processing of each book and non – book materials had to be carried out by the technical staff, headed by the technical librarian. Stamping library's seal of ownership was the first step in the procedure process. Following to is the assigning of the individual accession number for its arrival and making bibliographic entry into the accession record book. Afterwich, date due slip together with the book card had to be prepared for the book to become ready for dissemination.

The way to trace up library collections is through its organization. The technical and mechanical processing of library materials is the most important aspect towards library services. Unquestionably, contractual workers confirmed with certainty that they need to comprehend the work process flow on the mechanical processing of collections, such as stamping, accessioning, encoding and tagging for them to have clear cut understanding on how books are sealed with ownership. Furthermore, one said that training on mechanical processing of materials is an essential process to be imposed to any library workers.

Mechanical processing of library materials is an important procedure in any information centers. Collections must be organized and properly disseminated to clientele. All professions in librarianship incorporate work in classifying, which is constantly comprehended to be a noteworthy to libraries (Marcum, 2006). In connection, the most generally known library housekeeping activities are procurement control, serial control, classifying, and circulation and dissemination control. Library mechanization or Integrated Library System (ILS) is an endeavor asset arranging frameworks for a library, used to trace up library collections (Neelakandan, Duraisekar, Balasubramani, & Srinivasa, 2010).

In-Service Training

The training initiative program is a professional training for staff development intended to develop their skills

and knowledge where paraprofessionals are trained and discuss their work with others in their peer group. It is a key component of continuing education within the job.

A participant expounded that this training is very much needed for need to learn from each other. The training activity program for staff improvement is intended to build up their abilities and knowledge and skills where paraprofessionals are prepared and talk about their work with others in their peer-group gathering. It is a key segment of proceeding with training inside the job. A member elucidated that this training is especially required for the need to mentor from one another. For instance, a professional worker can share her insight and abilities towards how library services could be helpful to customers (Ullah, 2014). (Bhatti, 2012) distinguished insufficient training could be addressed by making recommendations to the national committee and unto the stakeholders for the advancement of situation.

Librarian practitioners expressed that administration and management skills, information and communication technology skills are precedence of the areas to be covered when conducting training to library assistants in Pakistan. A survey conducted to library assistants results said that 80 percent that seminars and workshops are in preference with the working personnel compared to the 20 percent interest for lectures (Khan & Rafiq 2013). In support to this idea, Abban (2018) further mentioned that training really is a must to be administered it a necessity, it is not a superfluity.

Seminars and Workshops

Seminar is regarded to as a gathering in which you can get an information on and training in a specific subject while workshop is characterized as a concentrated instructive program for a moderately little gathering of individuals that centers particularly on systems and aptitudes in a specific field (Ullah, 2014). Course seminar typically joined by a workshops, a seminar-workshop usually. A progression of data is discharged about a specific point while later is an application to the information learnt will be outlined through workshop so skills would be acquired. Perplexing issues need to be confronted through exchanging of information in a network environment and experiences by means of a scenario workshops (7seventh Framework Programme, 2018). This line of thought suits the idea of Millot and Buckley (2013) that this scenario workshops ideas were bartered from researchers, analysts, experts, arbiters and policy makers. The reason for existing is to invigorates productive exchanges and ensuing contribution with regards to an aggregately characterized target and whose initial steps have been recognized and their execution conveyed among the respondents.

The seminar is a peer-gathering that focuses on a lecture process in which the participants will received instruction and information from the speakers. Whereas, workshop is a process in which the lecture is to be translated into action. The library administration's intention is to bring together workers without experience of library works and encourage them to get involved in the job. A dialogue must be set-up between library professional workers and paraprofessional staffs. Participants must be proactive and expected to tackle the issue of gaining experiences from the experts in the job. Participants may have to come to meet each other and define potential objectives, frameworks and project modalities collectively. Workshops that will emphasize learning-by-doing. This idea aforementioned was clearly stated when one of the library worker explained that she is interested to join seminar and workshops that would entail knowledge on the general operations of the library.

Circulation of Library Materials

An interviewees expressed her problems encountered when serving students at the readers area. She mentioned that when students were asking as to the exact location of the book on shelves she couldn't locate it immediately. She humbled herself that finding books and other library materials made it hard for her without any formal training or background knowledge on how books are arranged on shelves. As head librarian of the college, I personally witness the predicament of the library assistant assigned to serve the students without any basic knowledge in locating books, on how the library materials are circulated for students' use.

The focal point of circulating materials in the library is central and basic in its operations. The flow of materials must be in accordance with the how the users avail on it, the techniques and procedures on their registration for book loans, statistical records and the library in-charge to handle the students. The process looked into how this has affected on the Circulation benefits of the users. The circulation services must be delivered excellently to the end-user by a competent and well-trained staffs (Adebowalet, Yakubu and Okiki, 2013). It was pointed out by Eze (2012) that the necessity of training must be given importance because it will confront the substances of work content at the reference section. It improves the work force to be all around prepared for difficulties generally that could overpower them. Training is an arranged and persistent program went for situating representatives to tackle issues in the working environment.

Information Services, Sources and Products

Information professionals and libraries need to procure the pertinent disciplinary ability, establish skills for employability and set up for a dynamic future in numerous diverse environments. Information specialists, curators, library paraprofessionals, library assistants require learning increased through instruction to convey quality library services. Toward achieving the information needs we can encourage individual users to gain information proficiency skills to search, to find, and use information (Australian Library and Information Association, 2014).

The vast information stored on the net has become a thought-provoking for clients to access materials related to their interest. As such, modern way of accessing

information need to have some techniques on the use of Current Awareness Services (CAS) where information had to be sent directly to individual researchers (Chegwe, 2015).The idea of Hatua (n.d.) aligned with this when he said that the purpose of CAS is for the users to become aware on the services available to users. In relation, Naqvi (2013) discoursed that old services should not only be the concern of the library but as well as new services too with the adaptability of the new technologies so that library services will be improved. Hatua (n.d.) restated that can engaged new services like e-mail through linking of their individual account with the WebPages. In fact it was elaborated by Barr (2006) and Naqvi, 2013 that Table of Content (TOC), Really Simple Syndication Feed (RSS), abstract notice, newsclippings, bulletin board display, content page, e-mails, news alert and so on are methods on COS that the libraries are carrying towards serving students. In addition, this services are enticing however one must be aware that this overflowing of information can cause drowning users with unwanted information. Besides, it can cause illusion with satisfying themselves over published materials. To maintain relations with the patrons libraries should provide a Selective Dissemination of Information (SDI) customer service (Barr, 2006). Photocopying services, reprographic, bibliographic and internet services are other services that should be marketed to satisfy users' need.

One of the participant clarified that the libraries are facing challenges such as the rise of millennial information users, the vast growth of knowledge, information overload and changing trends in library services that the library paraprofessional staffs need to handle variety of user's need . As such training to library assistants must be needed to equip them with the knowledge and skills needed in the job. Clients want efficient and effective service delivery. The need to respond to the information researchers is a call of duty. Providing reference assistance to students without a background knowledge on library science education was very hard. Guidance on the use of information resources such catalogues, databases, and electronic made her confused. Assisting students in locating library material was so difficult. So, a suggestion was made by a participant to have a training on information services and sources.

Similarly, a research conducted said that 90 percent of the respondents affirmed that training will upgrade their knowledge and performance while 100 percent of the respondents affirmed that training will enhance their abilities to help library clients in online searching. In view of the discoveries the scientists prescribe that library colleagues must be prepared on electronic data innovation utilization as this will affect the general administration conveyance in meeting the objectives of the academic library (Bamidele, Omeluzor, & Imam, 2013). Equally important was to carry out the charging and discharging of materials in a particular course segment and to search for availability of books on display shelves via keyword searching or to create the rundown of books due. An

examination directed by Bamidele (2013) considering these expressed obligations that are done day by day by library support staffs, there is no uncertainty why they ought not experience satisfactory training to induce quality administrations to the library users. Library colleagues perform assortment of mindful and administrative works to support academic operations in a day to day services. The tasks given to the library assistants are shelf-reading, charging and discharging of library materials everyday. They are in-charge of loaning services and entertain user's need from time to time. The release of "Library Borrower's Card" on the loaning is their responsibility. Library clients are busy with their research works that the support of the library assistants is needed and necessary to make them feel comfortable inside the library. The are always available for queries and to provide the answers to user's need. This scenario is true to the experiences of a newly hired contractual worker for information service counter. Her utterances conspired with these elaborations. She said that customer service is a task that specified satisfaction towards readers need. In everyday that she was assigned to work at the reader's area, her job is to do shelf-reading, shelving of books, attending to book loans, answer queries every now and then.

Vestibule Training
This type of training refers to library automation. The efficacy of OPAC should be studied by the contractual employees. The new set of library workers will then be introduced to the system that was used for organizing library materials. Acquiring new knowledge is very important so new workers will not be mistaken to run the program in an automated library systems. Using Follett Destiny Library Manager (DLM). Librarians transform their library into a fully automated, web-enabled resource. Multi-campus Destiny Resource Manager (DRM) tracks and secures institutional assets. DLM and DRM use both barcodes and RFID.

Hands-on Training on Library Automated System
A modernized computerized library will assist its clients with brisk and speedy services. Library computerization introduces mechanization of housekeeping activities predominanty by computerization (Neelakandan, Duraisekar, Balasubramani, and Srinivasa, 2010). The training offers access to something new learning. An endeavor is made to make working condition like the genuine workshop exercises. After the training library assistants might be put on a specific work assignment. This empowers the assistants to anchor training in the best techniques to work and to dispose of introductory anxiety and will keep them to submit mix-ups of different mistakes with working machines (Chand, 2018).
The index to all library collections is the card catalog which is done at the cataloguing section. It is very important to complete the cataloguing process so that users will be guided when looking for a particular materials available on the library. There must be cooperation between

the technical working personnel and the public so that materials will be processed for clients optimum use (Huang and Wong, 2018).

The purpose of the training is to acquaint staff with the library automation and computerization program. This will make the working personnel especially those who assigned in the technical services become aware on DLM automated library system and will make them efficient in performing their jobs (Ajidahun, 2007). Similarly, the Technical people from ICT department who were involved in the training of the DLM Software from the Supplier must be tasked to impart their knowledge to the newly hired contractual workers. The activity would reduce the burden of the line supervisor, who has been assigned to work on the entire production process and in-charged of the job. The workers will concentrate only on the training and will not fear about the possible mistakes happening in the future.

Benchmarking Activity

As the researchers carefully analysed the data gathered, benchmarking activity was one of the major themes emerged. As a tool for improving performance this thought was aligned with Edith Corwan University (2011) defines benchmarking as a persistent and deliberate procedure of looking at items, administrations, procedures and results with different organizations to improve results by distinguishing, adjusting and actualizing best practice approaches. Moreso, benchmarking empowers colleges to evaluate their performance and enhance practice in a recurrent procedure together with quality assurance so too with and quality improvement (Oliver, 2011b).

Library visits. In the interview, one of the COS workers stated that a library visit may help in enhancing their views and knowledge about how other libraries are administered and managed by professional license librarians. She further mentioned that this activity may help the paraprofessionals augment their ideas on how books are arrange on shelves, and how spaces are divided into different sections in order to attract reader to come inside the library. In addition, another participant mentioned that she is interested to join an activity that would shade light on the library physical setup with other big libraries within the country. She would like to observe how other libraries are arranged, and what are their best practices, the systems so that she can have an additional knowledge if not full towards working in the library premises.

As a library employee, a plan must be included in the library calendar of activities that there should be a library visit to other bigger universities so that library working personnel may have gain and idea on how services evolve in a particular library. The purpose is to compare the library where they work with the other institutions they visited, get the best practice and might adopt similar system for better services. Typically, the basic thing is enhancement of library administrations and to assess current situation. In this manner, the contractual workers

may expand their insight by understanding library activities (Alidajun, 2007).

Implications for Practice

The outcomes of the recently conducted study exposed substantial issues for considerations by ASSCAT administration:

In Research Question 1, the paraprofessional staffs clearly elaborated the various problems that they encountered while working inside the library. Among the problems they identified were no formal training in library science education, lack of technological know-how in organizing library materials, inadequacy of information literacy, no training design plan, and lack of orientation and instruction to newly hired employees. These problems aforementioned would hinder their efficacy and efficiency in performing their jobs on a daily routine task.

As their narratives exposed several problems my findings compelled to initiate and implement a plan for trainings. It is from their rich descriptions from interview results that I base my recommendations for practice. A related study conducted said that sufficient training is necessary because building up of workers is a bench and a source of getting an effective employees to compete with the business world. On that mark, training is basically an important process to make the organization successful by having a highly skilled and efficient manpower to handle the jobs (Khan & Rafiq, 2013).

This implied an attention to ASSCAT administration to genuinely hear the problems encountered by the library assistants. The problems need to be addressed for their skills to be developed, that they may become an efficient and effective employees in the academe. The institution should give a preferential actions to lessen their burdens and will provide trainings needed for their capacity to handle the jobs assigned to them.

In Research Question 2, training needs of library paraprofessional staffs were identified. Among them were on-the-job training, in-service training, vestibule training, and benchmarking activity. Linking back to the early mapping stage of this research study, training needs were projected by the researchers and was given attention to study. This implied a foundation of knowledge surrounding how important trainings in the disposal of a library client-friendly services by providing quality customer service from a working employees equipped with knowledge and skills. Additionally, focus on information literacy and on library automated system further seek hands-on activity to define gap between users and staffs. This research propose a starting point that encourages library management and college administration to conduct training to library paraprofessional staffs.

In support to the clamour of library paraprofessional staffs to have trainings design for them an investigation by Adeniji, Babalola, and Adeniji (2012) support this idea when he said that a library buildings could only be regarded as a worship warehouses without a most qualified and skilful library staff to handle the jobs. In

the library field, training is most vital and necessary to be implemented towards development in both users and the organization. Though, perception on the desirability and training need would differ from region to region the library organization must decide what is needed to promote efficiency and effectiveness among workers. Hence, the training should be administered to warrant efficacy among library workers that would give vis-a-vis benefits between users and the library system.

Implications for Future Research

The research output has gathered several themes on the numerous problems encountered by the paraprofessional staff. Training needs were identified with corresponding core ideas. These collections pushed the interrelated notions on how training is important to address the problems elaborated. This output might challenge future researchers to go deeper into the traditional views on research and learning acquisition. Likewise, it is encourage that future readers will give their critique on and replications to those tangible in the context and structures where they are interested to work.

It has a restricted validity because of its scope and delimitation as to the number of participants that was confined within the bounds of the research questions. At the disposal of my unstructured interviews, some participants were hesitant to portray exactly what were their common problems encountered. However, that experiences had thought me about the flexibility in doing my research study.

If this investigation would have a sequel I was convinced that maybe future researches should include participants from other libraries outside ASSCAT campus. Similar research must be conducted to educational institution in the community as part of ASSCAT social responsibility. Also, the sheer of responsibility lies within the local campus.Admin staffs and teachers must be included in the study for them to be aware of the library services. As such, data will be expanded and enhance in all areas of concern to give way towards further researches endeavors. We believe that this research shows that creating partnerships between library assistants, librarians, teachers and school heads can provide a promising avenue through which education can be more effective in achieving its goals towards research and implementation. As reform efforts continue to grow, training need to paraprofessional staffs should be encouraged to explore their potential to its fullest.

CONCLUSION

Training needs of paraprofessionals in the academic library would equipped them with knowledge and skills necessary towards client-friendly services. The study revealed the vitality of this activity has introduced into all spheres of human endeavors inside library premises works. Requests, support, technical, readers and customer services that contemplate to the workloads of librarians that infringe into duties and responsibilities are lessened

when they have fundamental knowledge and skills to help the librarians perform the jobs. Librarians and library assistants are sharing similar responsibilities in serving students' research needs so adequate training must be provided to prepare them into a bigger responsibility of giving efficient and effective work performance.

The training need should be viewed strategically, with constituents engaging in discussions designed to achieve consensus on valued goals and student services outcomes. Librarians and library assistants should be viewed as co-equals who bring valued expertise on their own efforts towards serving the students. Together, these groups can work toward achieving the same ends, that is, increased student research activities. Libraries are therefore encouraged to train and develop their staff to the fullest, in order to enhance their effectiveness (Abban, 2018).

The revelations might be worthy for ASSCAT administration and library top management regarding the provision of trainings for library paraprofessional staffs. Trainings might be of great help for the college to be considered in anticipating an enhance customer library services.

The college must take into action to make a training design on various training needs identified by library assistants. As we explored the lived experiences of the participants under the phenomenon of study there is a call for trainings and development for paraprofessional library workers. The school management will lead to an even greater need for partnerships between librarians and training personnel in the involvement based on common goals and understandings for the disposal of seminars and workshops needed for the improvement of library services by providing quality staffs. Such advocacies can also guarantee or at least recommend training programs that have been jointly designed by the library management, Human Resource Department, Research and Development Center, duly approved the president of the college.

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