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Training: A Strategic Tool for Boosting up Skills of LIS Professionals- A Case Study

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TRAINING: A STRATEGIC TOOL FOR BOOSTING UP SKILLS OF LIS PROFESSIONALS – A CASE STUDY OF NIT SILCHAR

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ABSTRACT

Change is an inevitable part of any organization. To function efficiently and effectively, organization has to maintain equilibrium between external and internal environment. The forces which constantly affecting for change in organization are- technology, workforce, economy, competition, social trends, political and financial etc. Training is the one of the important strategic HRD tool to enhance the skills of the workforce to maintain the equilibrium. Training helps to enhance knowledge, skills, motivation, team building, employee development and productivity of the organization. Training boots up the organization's health by managing efficiently and effectively the 8Ms i.e.Man, Machine, Material, Money, Maintenance, Methods, Measurement and Market.

Library being the nerve centre of the organisation acts as the service centre in the organization and therefore library too faces both external and internal forces. To work efficiently and effectively and to provide quality service to the dynamic nature of user community/ customers, LIS professionals at all levels have to enhance their skills in terms of technology and trends of providing information services. The competitive advantage of the library depends on the trained human resources. NIT Silchar has taken number of initiatives in this direction. Institute has started providing training to the LIS professionals as well as users at all levels both in-house and off house and participating in various associations, task forces or committee.

Based on the said background the paper enumerates different strategies adopted by NIT Silchar in enhancing the capacities of LIS professionals in the Region.
Key words: HRD, Training, Technology Management

1. INTRODUCTION

Training is a short term process of utilising a systematic and organized procedure by which employee can acquire technical knowledge and skill for a definite purpose and also for development of organization in long-term. It is one of the important strategic HRD tool to enhance the skills of the workforce to enhance knowledge, skills, motivation, team building, employee development and productivity of the

organization. As man is the ultimate driver of the organization which operates other resources in the organization. Skilled human resource can impart quality or vale added product/service. Training boots up the organization's health by managing efficiently and effectively the 8Ms i.e.man, machine, material, money, maintenance, methods, measurement and market. Therefore, training is to bridge gap between job requirements and the employees' present knowledge, skills and attitude.

Training = Standard performance – Actual performance

In educational organization, Library acts as the service centre to provide knowledge and information to the academic fraternity of the organization. The human resources of the library includes Librarian, Deputy Librarian, Assistant Librarian, Professional Assistant, Library & Information Assistant and other supporting staff. They act as a serviceprovider to the user community. Library too faces both external and internal threat like -technology, workforce, economy, competition, social trends, political and financial etc. Training boots up the skills of the LIS professionals to perform job more efficiently and effectively and to provide quality and value-added service to the dynamic requirement of user community/ customers. LIS professionals' right from librarian's level to front line employees needs training to enhance their skills in terms of technology and higher level of proficiency. The competitive advantage of the library depends on the trained human resources.
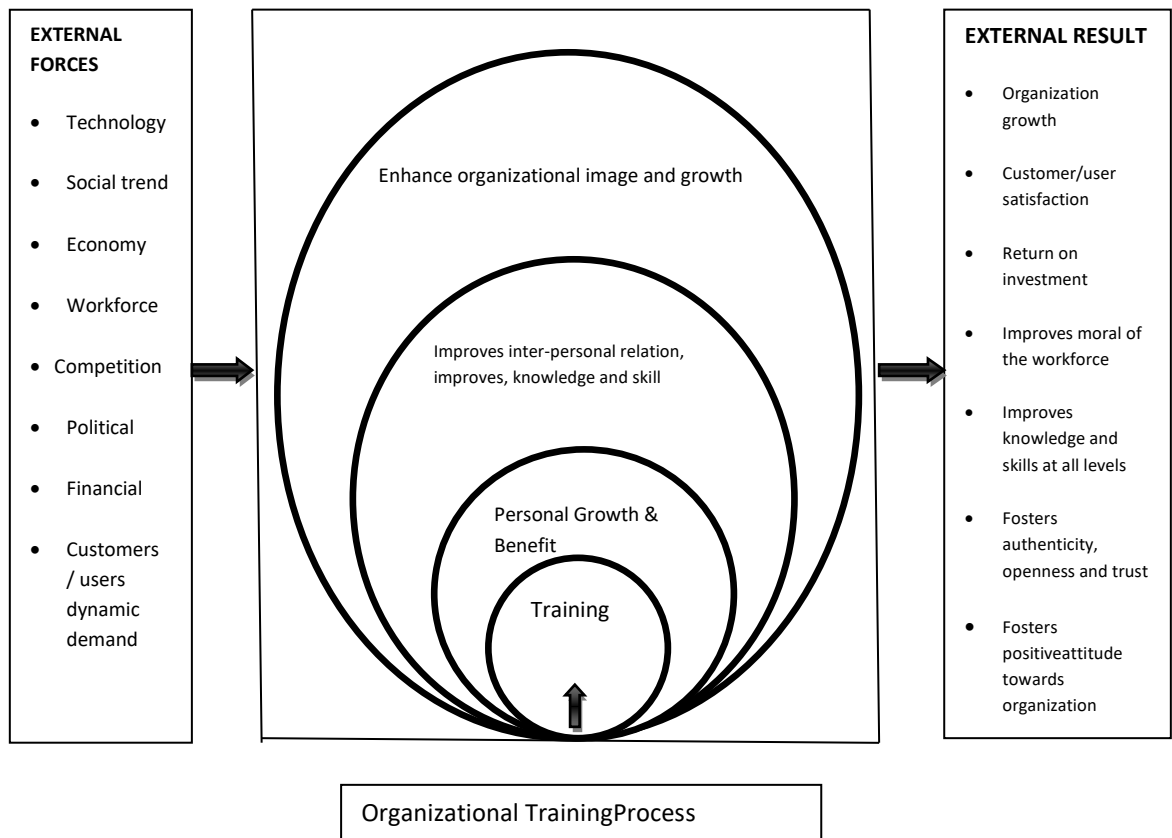
2.   NEEDS OF TRAINING FOR LIS PROFESSIONALS
LIS professionals need training to meet challenges of dynamic environment in providing the service. The need for training can be enumerated:
1)   To train inexperienced and new LIS professionals for effective performance on the job
2)   To train the use of fast changing techniques
3)   To improve the performance of LIS professional to the highest attainable level and to develop his/her potentials to perform jobs of higher responsibility
4)   To inculcate a broad understanding of latest science and technology for adjustment with the change in the nature of work
5)   To boost Staff morale and to reduce absenteeism
6)   Professional and personal growth
7)   Organizational productivity and growth

3.   BENEFITS OF TRAINING
In organization, human resource acts as the driver to drive the organization to reach the mile stone. Skilled and knowledgeable workforce is the sustainable competitive advantage of the organization. Training boosts up skills, intellectual, knowledge, motivation, team building and overall productivity of the organization. The benefits of training can be portrayed as the diagram given in figure 1:

EXTERNAL FORCES		EXTERNAL RESULT
• Technology • Social trend • Economy • Workforce • Competition • Political • Financial • Customers / users dynamic demand	Enhance organizational image and growth Improves inter-personal relation, improves, knowledge and skill Personal Growth & Benefit Training	• Organization growth • Customer/user satisfaction • Return on investment • Improves moral of the workforce • Improves knowledge and skills at all levels • Fosters authenticity, openness and trust • Fosters positiveattitude towards organization

Organizational TrainingProcess

Fig 1: Necessary of training and its' benefit

4. TYPES OF TRAINING AT DIFFERENT LEVELS OF LIS PROFESSIONALS FOR BOOSTING UP DIFFERENT SKILLS

LIS professionals need different type of training at different levels for boosting up different skills. Following table shows the different methods of training for different skills

S. N.	Staff	Type of training	Enhancement of skills
1.	Workers or First line employees like Library Asstt., Professional Asstt. Etc.	• Induction and orientation • Apprentice training • To train by old staff • On-the-job training by trainer or by out-side experts • Off-house training like NISCAIR, INFLIBNET	• Technical skills and knowledge • Enhancement of morale and ethics
2.	Line Manager likeAsstt. Librarian/ Information Scientist/ Deputy Librarian	• Induction Training • Lectures • Written materials • Attending workshop/ conference • On-the-job training by trainer or by out-side experts • Off-house training like in NISCAIR, INFLIBNET etc.	• Technical skills and knowledge • Training skill • Controlling skill • Co-operation and co-ordination skill • Management skill • Human skill • Knowledge management skill • Relationship building skill

| 3. | Executive staff like Librarian/ Chief Librarian/ Knowledge Manager | • Management induction
• Conference
• Meetings
• Special projects
• Committee assignment
• Selective reading
• Special courses and classes
• Leadership training | • Technical skills and knowledge
• Management skill
• Planning and negotiation skill
• Communication skill
• Leadership skill
• Organizing skill
• Knowledge management skill
• Marketing skill
• Knowledge of information resources and service skill
• Relation building skill
• Problem solving and decision making skill
• Consulting and evaluation skill |

Table 1: Types of training for LIS professionals for boosting up different skills

5.   BRIEF INTRODUCTION OF CENTRAL LIBRARY, NIT SILCHAR

The National Institute of Technology, Silchar (An Institute of National Importance) is one of the premier national level institutions for technical education in North East India. The Central Library which is the heart of the Institute was established in 1977. It provides one of the important academic services to the Institute. It is a well equipped Library, centrally located with easy access and does provide right impetus for the intellectual growth of the students, teachers, research scholars & others around. Presently the Library is a part of the LTT building with 1000 Sq. mt. floor area & having more than 95,000 collections of documents. New Library Building is under construction. Total carpet area of new library building is 7630 SQM.

The Library holds knowledge resources predominantly related to the following subjects:

- Applied Science
- Engineering &Technology
- Humanities &Social Science
- Management

It is a hybrid library with the state-of-the-art technological applications.The Library is now fully computerized with an integrated system connected to the Campus Network providing e-resource to the institute community. It provides service to 200 faculties, 2500 students including BTech, MTech, MSc, MBA and Research Scholars.

NIT Silchar has taken proactive strategy to train the LIS professionals to enhance their skill and knowledge at all levels at per standard to provide value-added and quality service to the user community. It has also started providing training both in-house and off-house and also by sending LIS professionals to in various associations, task force or committee. Central Library too started providing training to the user community for optimum uses of the resources.

6.   POLICIES AND PROCEDURE OF TRAINING ADOPTED BY LIBRARY, NIT SILCHAR

Central library has adopted the following policies and procedures for providing training to LIS Professionals:

1. Induction policy
2. Staff education, training and development by internal library staff

3. Training by External Agency
4. Deputation of staff toconference/ workshop or organizing seminar/conference/ workshop at Institute level
5. Library specific training
6. Collaboration and partnership

6.1 Induction policy

Central Library adopted induction policies to train newly appointed library staff to feel at home and work in the new environment at per excellence.

6.2 Staff education, training and special skill development policy

NIT Silchar has developed the policy to educate Library staff to ensure for receiving up-to-date knowledge and skill to maintain highest level of competencies and maintain quality services at all times. Library has oriented different groups for development of different skills in the areas as below:

- Management and leadership skill
- IT and digitization skill
- Information and literacy skill
- Technical service and e-resources
- Research and support services
- Quality Assurance
- Training and development

6.3 External training policy

NIT Silchar has adopted proactive strategy to depute Librarian & other LIS staff to educate and train in external training institute or universities. Following are the few examples of initiatives taken by institute:

Professional Training by staff at International level for last two years:

Sl. No.	Organization	Period	Details of Training
1.	University of Illinois, USA	9.12.2013-13.12.2013	Higher Education Management Program
2.	University of Illinois, USA	29.05.2014-24.06.2014	International Library Associates Program "Imagine, Question, Connect: A Professional Development Program for Library Leaders and Innovators" http://www.library.illinois.edu/mortenson/activities/OldPrograms.html

Professional Training by staff at National level for three years

Sl. No.	Organization	Period	Details of Training
1	IIT, Kharagpur	13.06.2016-18.06.2016	Open Source Software for Library Management (OSSLM 2016)
2	Mizorum University, Aizawl	21.06.2016-23.06.2016	National Workshop-cum-Training Programme on "Koha"
3	CSIR-NISCAIR	14.03.2016-18.03.2016	TEQIP, NIPU, New Delhi sponsored programme on E- learning.
4	CSIR-NISCAIR	08.02.2016-12.02.2016	Design and Development of Digital Libraries using DSpace
5	Jawaharlal Nehru University, New Delhi	04.11.2015-06.11.2015	18th international Symposium on Electronic Theses and Dissertations (ETD 2015)

6	IIM, Shillong	25.03.2014-27.03.2014	National Workshop cum Training Programme on "Management of Libraries and Information Centers in Digital Era"
7	NIT Warangal	12.07.2013-13.07.2013	National Workshop on "Promoting Excellence in Research among NITs through E-Journals"

Professional Training by staff at Institute level for three years

Sl. No.	Organization	Period	Details of Training
1	NIT Silchar	30.03.2016-01.04.2016	Installation of KOHA Open Source Software in Library and training to staff
2	NIT Silchar	03.11.2016	Workshop –cum training on "Anti – Plagiarism Software"
3	NIT Silchar	09.03.2015 & 27.11.2016	Workshop –cum training on "Anti – Plagiarism Software"

6.4 Deputation of staff to conference/ workshop or organizing seminar/conference/ workshop at Institute level

NIT Silchar encourages the LIS professionals to attend in the conference/ workshop for delivering a paper/ poster, to become members in organizing committee like INDEST, ESS ILA, IASLIC, SIS etc. and also encourages to conduct conference/workshop locally.

In order to train the NITS Library staff and to create awareness in the North-East Region, NIT Silchar Library organises seminar, conference and workshop on regular intervals. Some of the programmes are enumerated below:

Programme Organised (Summer School / winter School/Seminars/Exhibitions) for last five years

Sl. No.	Name of the programme	Duration	Funding Agency
1.	Summer Training Programme for the Students of DLIS, ICFAI University, Tripura	27.06.2016 -8.07.2016	ICFAI University, Tripura
2.	Summer Training Programme for the Students of DLIS, Assam University, Silchar	26.10.2016-03.11.2016	of DLIS, Assam Univ, Silchar
3	AIU Workshop on Emerging Trends in Information Technology in University Management http://aiuworkshop.blogspot.in/	25.08.2015-27.08.2015	AIU, New Delhi
4	International Conference on "What's Next in Libraries? Trends, Space, and Partnerships" jointly organized by Mortenson Center for International Library Programs, University of Illinois at Urbana-Champaign, USA and NIT Silchar at NIT Silchar. http://whatsnextinlibraries.blogspot.in/	21.11.2014-23.11.2014	Various Source
5	10th Annual Meet & Workshop of INDEST-AICTE Consortium of MHRD in collaboration with IIT Delhi at NIT Silchar.http://indest2014.blogspot.in/	05.05.2014-06.05.2014	MHRD, GoI
6	National Workshop on "Innovation India" held from jointly organized by CSIR-NISTADS, New Delhi; NIT Silchar&IIM Kashipur under TEQIP II. http://iiworkshop.blogspot.in/	25.11.2013-26.11.2013	CSIR-NISTAD, IIM Kashipur

6.5   Library specific training

When a new technology, product and or any software is implemented, specific training is conducted for introduction about the new product and its methodology and working procedure.

6.6   Collaboration and partnership

Central Library NIT Silchar has bonded strong partnership and collaboration with various institute, stake holders and universities for effective training and crucial development process.

Central Library, NIT Silchar has entered into a collaborative MOU with University Library & Mortenson Centre for International Library Programme of University of Illinois at Urbana Champaign, USA to create world class LIS facilities at NIT Silchar. The MOU was signed by Prof. N. V. Deshpande, Director and Dr.Kishor Chandra Satpathy, Librarian on behalf of NIT Silchar and by Paula Kaufman, Interim Director; Susan Schnuer, Associate Director of Mortenson Centre for International Library Programs; and Walter K. Knorr, Comptroller on behalf of University of Illinois at Urbana-Champaign on 6th June 2014.

The main purpose of this MOU is to facilitate the creation of a world-class, innovative, inviting and flexible library system to enhance campus learning, support research, and provide community outreach and service at NIT Silchar, through consultation and collaboration with the University Library of University of Illinois at Urbana Champaign, USA. The planned collaborations of the MOU are:

o   Development of technologya road map for the new library at NIT–Silchar.
o   Assistance in planning library facilities that support research, services, and studying.
o   Professional development for staff.
o   Exploration of possible exchanges of academic staff.
o   Assistance in collection development.
o   Support in the development of a community outreach program.
o   Other areas of collaboration identified during the initial assessment visit.
o   Joint library projects involving research or training.
o   Consultation on the design of an online Digital Library course.

7   RETURN ON INVESTMENT STRATEGIES OR USER EMPOWERMENT

Central Library has adopted the strategy of return on investment. It has started providing training to the user community for optimum uses of the resources so that the return in the investment that has been made in procuring resourcesare optimised.
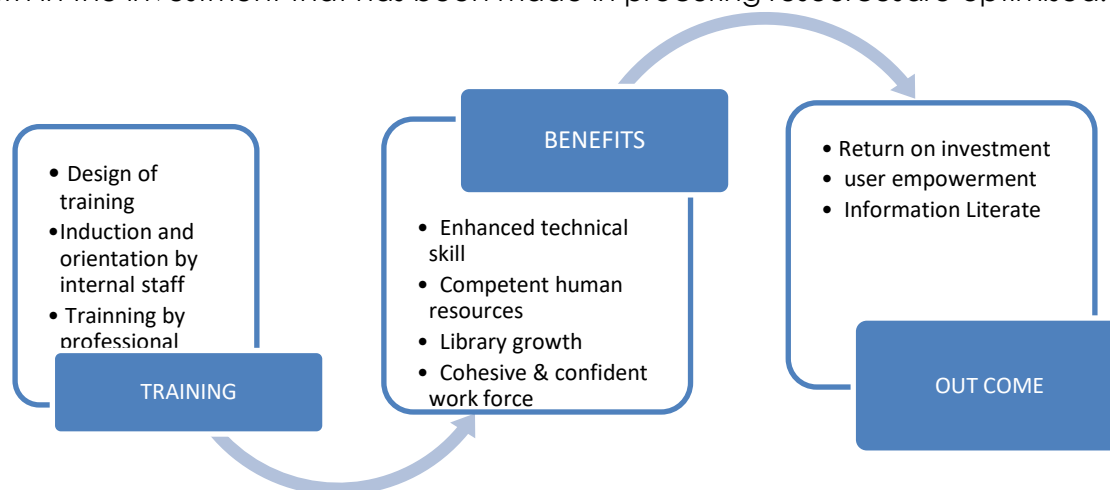

Fig2: Return on investment strategies or user empowerment

List of User empowerment programmes organised by Central Library, NIT Silcharin last three years

S. N.	Name of the Event	Date
1	Induction training programme for newly admitted students	17.08.2016
2	UEP – 2016 on "Turn-it-in Anti - Plagiarism Software" Speaker: Bibin B Daniel, Balani Infotech, New Delhi.	03.11.2016
3	Invited Lecture on "Higher Education Opportunity in Germany" Speaker: Ms. Sarmistha Banerjee & Ms. DurbhaAlivelu, Goethe-Institut, Max Mueller Bhavan, Kolkata	26.10.2016
4	UEP – 2016 on "Managing research pathways – search, discover & innovate" Speaker: Mr. Nitin Rawat, Account Manager – S & T, Elsevier & Ms. NeetiVerma, Sales Director, T & F	05.10.2016
5	UEP – 2016 on "Managing Research Pathways – Search, Discover & Innovate" & "Web of Science, JCR (Impact Factor) & EndNote" Speaker: Vishav Sharma	15.09.2016
6	UEP – 2016 on "IEEE Xplore Digital Library: Delivering Research Better Than Ever", "To make the best out of Wiley Online Library" & "Cambridge Platform Cambridge Core and Cambridge Content" Speaker: DhanuPattanashetti, Rahul Dasgupta&Ajitesh Moy Ghosh	20.09.2016
7	Workshop on "Scholarly Publishing" in collaboration with Wiley & NIT Silchar at NIT Silchar.	26.03.15
8	Workshop on "Anti-Plagiarism Software" in collaboration with Proquest&Balani Infotech at NIT Silchar.	27.11.14 & 09.03.15
9	Orientation on "Science Direct Product and Platform" and "Meet the Publisher" on at NIT Silchar	26.08.14
. 10	Invited Lecture on "Enhancing Visibility by Publishing in High Impact Factor Journals" delivered by Dr. N.C. Jain, Scientist 'F' and Editor, Indian Journal of Medical Research, ICMR, Delhi	16.03.13

8   Conclusion

Govt of India has taken initiative to uplift skill for the workforce and youth. The Hon'ble Prime Minister on 15.07.2015 launched the National Skill Development Mission. Library too faces problem of unskilled workforce. Training is the only strategic HRD tool to enhance knowledge and skill of LIS professionals and unskilled workforce. It helps to bridge the gap between standard performance and actual performance. Training is the competitive advantage of library to adjust with latest technology and digital environment. In this direction, NIT Silchar has initiated various policies and procedures to enhance skill and knowledge of the LIS professionals by giving training in-house and off-house.

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