

Government of India

Ministry of Culture

NATIONAL MISSION ON LIBRARIES

Capacity Building

Training Policy 2014

1. Background

- 1.1 The National Mission on Libraries was launched on 3rd February, 2014 with an objective to revamp Library & Information Science Sector in the Country. One of the component schemes of National Mission on Libraries is Capacity Building. The country is abuzz with utilization of ICT tools in dissemination of knowledge. The present scenario has created a complex and challenging environment in which the library professionals have to function at a time when there are increasing expectations of their performance and ability to respond more efficiently and effectively to the needs of the citizens. A need has been felt to accord importance to management and development of library professionals. It is imperative to match their competencies with the jobs they have to do and bridge competency gaps for current and future roles through training.

2. Competency Framework

- 2.1 Competencies encompass capacity of an individual to effectively perform the functions of a post. Competencies of an individual consist of (a) the basic skill to perform different functions proficiently, and (b) the professional skill to perform specialised functions relating to his job. Therefore, different posts of Library professionals need to be classified as per competencies required for performing work in such posts. Career progression and placement need to be based on matching the individual's competencies to those required for a post. Thus, the training policy addresses the gap between the existing and the required competencies and provides opportunities to the employees to develop their competencies.

3. Training objectives

- 3.1 The objectives of training is to contribute towards overall development of library personnel through training /workshops; to develop on-line training modules/tutorials and e-learning modules for libraries; to develop expertise in handling technology tools and inculcate in library personnel the requisite managerial, analytical, decision-making, planning and organisational skills, to get the staff trained in accessing online resources and other ICT applications in libraries.

4. Training Target

- 4.1 All Library personnel working in all categories of libraries under Central Government and libraries under State Governments/ Union Territory Administrations will be provided with training to equip them with the competencies for their current or future jobs. Such training will be imparted:
 - (a) At the time of their entry into services, and
 - (b) At appropriate intervals in the course of their careers.
- 4.2 Such training will be made available for all Library personnel from the lowest level functionaries to the highest levels.
- 4.3 The opportunities for training will not be restricted only at mandated points in a career but will be available to meet needs as they arise through a mix of conventional courses and e-learning.
- 4.4 Priority will be given to the training of front-line staff, including training on soft skills, so as to improve customer orientation as well as quality of service delivery to the citizens.
- 4.5 Training on ICT based basic and advanced level library applications, on improvement of managerial and communication skill of library personnel.
- 4.6 Training of different categories of participants, including students from library science schools who have just received degree in B.Lib.Sc. and other equivalent.
- 4.7 Training will be organised in English and Hindi. Wherever required the training will also be organised in other vernacular languages.
- 4.8 Training will include course content in Library Management Systems, Content Management Systems (CMS), Community Information Systems (CIS), Web Resource and Discovery Tools, Leadership and Management Skills.
- 4.9 Training will also give emphasis on providing services to the specially abled groups.

5. Training Strategies.

- 5.1 Annual Training Plan (ATP) i.e a comprehensive training plan will be prepared annually, for all the employees working during that period. The Annual Training Plan (Annexure-A) will consist of different modules of training plans viz: Entry Level Training, Mid-Career Training, Short-Term Thematic Training, Long-Term Training, Workshops / Seminars / Conferences and Domain / Sector Specific Trainers Training.
- 5.2 Entry Level Training will be imparted to all employees before they are assigned duties/responsibilities of any post after recruitment, to provide them with deeper understanding of the functioning of the libraries. The duration of each such training would be generally 2 week.

- 5.3 Mid-Career Training (after 10, 15 and 20 years of services) will be a career linked mandatory training to be provided to all employees. The design, curriculum, pedagogy, institutional partner of these training will be finalised by National Mission on Libraries on the basis of the needs of the personnel . The duration of the programme will be of 3 weeks and may have domestic and foreign components.
- 5.4 Short Term Thematic Training (during initial 5 years of services) will be imparted preferable once in two years with an objective to build Professional Competence in relevant themes such as Digitization, Retro conversion, E-Governance etc. The duration of each such training would be generally 1week.
- 5.5 Long Term Training (after 5 years of services) will be imparted to facilitate officers, especially younger ones, to upgrade their knowledge and skill relevant to their current and future assignments. The duration of the programme would generally be between 4 to 6 weeks.
- 5.6 The senior level library personnel will be given opportunities to attend National and International Workshops/Seminars/Conferences etc. The participant officers may be encouraged to institutionalize their learning through presentations and reports.
- 5.7 Domain/Sector Specific Trainers Plan (for selected personnel): In order to enhance training capacity adequate number of Domain/Sector Specific Trainers will also be developed. They will be developed as a cadre of trainers in training techniques. The process will include Identification of the number of the library professionals to be trained, identification of the subjects on which training is needed, developing modules, selection of potential trainers, Certification and incentive for trainers.
- 5.8 The course content for training programme will be designed in consultations with Universities/other institutes. The course content for Mid-Career Training would designed at three different levels, so that after finishing the first level, they should be in a position to undertake the next level of course content with different approach to managerial and technical staff.
- 5.9 The course content manuals will be prepared in advance and distributed to the participants.
- 5.10 The Universities/other institutes imparting training in Library & Information Science will be associated for conducting the training programme.
- 5.11 The library personnel for each batch of training will be identified by National Mission on Libraries on recommendations from the Libraries/Centre or State Authorities concerned.
- 5.12 The e-learning modules will be made available on the web site on National Mission on Libraries.

6. Trainer Development

6.1 The training programme under Capacity Building also intends to develop a cadre of trainee. This cadre of trainee is to be trained in the field of training techniques and particularly in the use of technology in enabling and facilitating training for large number of people. These trainees would be awarded certificate of qualified trainers on a renewable basis related to their actually conducting a required number of training programme and also attending courses meant for upgrading their skills. The competence of this cadre of trainee will be developed in the field of Library & Information Science Sector.

7. Funding

7.1 Ministry of Culture through its scheme: National Mission on Libraries . up gradation of libraries providing services to the public will provide adequate funding to meet the training requirement.

8. Role of Training Institutions (Universities/ other institutes)

8.1 Universities and other training institutes possess the expertise in Human Resource Development. As such, they will play a leading role in the process of learning and change. These Universities/other institutes should:

- I. Have the requisite staff, infrastructure (class rooms, computers) to impart training;
- II. Become models of excellence in the quality of training they impart through a process of self-assessment and bench-marking.
- III. Provide technical assistance and advice in preparation of annual training plans ;
- IV. Play a key role in assisting the NML in the process of shifting to a competency based-framework for training;
- V. Assimilate technologies with a view to enabling learning anywhere, anytime ;
- VI. Supplement their current programme with distance and e-learning courses;
- VII. Provide advisory and/or consultancy services;
- VIII. Network with other institutions to share learning resources, experience and expertise;
- IX. Facilitate the development of domain specific trainers and provide stability of tenure and opportunities for faculty development;

- X. Ensure that all trainers who join the institute are deputed at the earliest possible opportunity to undergo programmes for Training of Trainers;
- XI. Give special focus on behavioural/attitudinal training.

9. Role of National Mission on Libraries (Implementation & Coordination)

9.1 National Mission on Libraries shall be the nodal agency for the implementation of the training programme and shall:

- I. Ensure that training /capacity building programme are properly conceived, structured, implemented and their impact assessed so that the expenditure achieves the purpose it was meant to;
- II. Develop a Training Management Information System (TMS) to facilitate training and development activities;
- III. Undertake benchmarking/evaluation study of training institution to mould them as Centres of Excellence;
- IV. Conduct surveys /studies to measure the satisfaction level on the services delivered by the Universities/ other institutes;
- V. Prepare the Annual Training Plan and constantly monitor that the training plan are implemented as scheduled;
- VI. Provide technical support to the Universities/ other institutes concerned in the development of need based training schemes through creation/augmentation of training infrastructure;
- VII. Ensure that the training courses/material is available through an e-learning portal as well as through the more conventional modes. The portal will bring together the numerous a single point of access to the repository of training resources;
- VIII. Carry out competency mapping of all employees working in Libraries.

10. Role of Ministry of Culture (Monitoring and Evaluation)

- 10.1 Ministry of Culture will play the primary role in monitoring and evaluation of the training programme.
- 10.2 The evaluation of the training programme will be conducted through post-course questionnaires inviting trainees to comment on the course, trainer and training material.
- 10.3 The Ministry will also devise methods to evaluate changes in the job behaviours that resulted from the programme and its impact on the effectiveness of the functioning of libraries and improvement in the satisfaction level of library users/citizens.