
SKILL ENHANCEMENT OF LIBRARY PROFESSIONALS AND USERS OF SHERUBTSE COLLEGE, KANGLUNG, BHUTAN

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Abstract

Historically the education in Bhutan was started with the early Monastic bodies. The monastic system of education has sustained the Bhutanese society in its spiritual fold for many centuries. In the monastic education system, it was practiced through informal relationship between the master and the disciples. At present there are 4971 monks have registered with the Deratshang Lhentshog (Central Monastic Body). The development of a comprehensive modern education system in Bhutan was initiated in 1961. In Bhutan there are two kinds of modern education system exits namely, Formal and Non-formal system. The education is free for all which is applicable in all type of education system in Bhutan.

Sherubtse College is the apex institution of higher education for Arts and Science of the country. The total strength of the college is of more than thousand students and of more than 150 faculties. The college library has over 30,000 volumes of books and hundreds of journals, magazines and e-books. There are two librarians and nine other staff members are working in the library. There is no Library Science programme in the country. However the staff use to attend many training programmes at regular intervals. The performance review and evaluation system is being in practice to evaluate the staff performance. In this paper we will study the skill enhancement of the staff and the patrons of Sherubtse College Library.

Keywords : Bhutan, Education System, Sherubtse College, Library Patrons, Skill Enhancement, Performance Evaluation.

1. Introduction

Bhutan is one of the Asia's smallest country located in the eastern Himalayas. The total population is 6.35 lakhs. Historically the education in Bhutan started with the early Monastic bodies. The monastic system of education has sustained the Bhutanese society in its spiritual fold for many centuries. The monastic education system was practised through informal relationship between the master and the disciples. In total 4971 monks have registered with the Deratshang Lhentshog (Central Monastic Body). The development of a comprehensive modern education system in Bhutan was initiated in 1961. In Bhutan two kinds of modern education system exits namely, Formal and Non-formal system. Education is free for all which is applicable to all types of educational system in Bhutan.

Sherubtse College was first inaugurated in 1968 as a public school. It became a University College in 1983. It is the apex institution of higher education for Arts and Science of the country. The total

number of admission at the higher education level is 4373. Out of which, Sherubtse College alone occupies 1009 which is approximately one fourth of the total admission of the country for higher education. It is a residential college where 90% of the students stay in hostels.

The college library has over 30,000 volumes of books and hundreds of journals, magazines and e-books. It also subscribes a good number of online journals. The annual budget for the library is over 10 lakhs per year and also receives some UNFPA fund. It is fully computerized. The library has ten computers, two allotted for Online Public Access Catalogue (OPAC). The OPAC is also available on intranet. Recently a data security gate has been installed for security purpose. The Library is kept open from 7.30 a.m. to 10.30 p.m. on all days. The average visitors of the library per day will be around 350-400 patrons. There are two librarians and nine other staff members working in the library. Two simple types of questionnaire have been distributed, first one is for library staff and the second one is for the users. The questionnaire for Library staff is distributed to all the ten library staff with their respective responses. The random selection method has been adopted to distribute the questionnaire to the users and 150 questionnaires have been distributed which is about 12.5% of the total users (both Students and Staff).

2 Analysis of Library Staff:

Desig	Libn	SAL	AL-1	AL-2	LA-1	LA-2	LA-3	LA-4	LA-5	LA-6
Qln	PG	10	12	10	10	8	12	10	10	10
Yrs of Exp	1	19	10	10	2	7	14	3	2	1
Nature of Duty	Overall Mgt	Jrs Sec	Tbk Sec	Data Entry	Barcoding	Bk Process	Counter Service	Stacking	Stacking	Security

Table 1: Library Staff Details

(Desig: Designation, Libn: Librarian, SAL: Senior Assistant Librarian, AL: Assistant Librarian, LA: Library Assistant, Qln: Qualification, Yrs of Exp: Years of Experience, Mgt: Management, Jrs Sec: Journals Section, Tbk Sec: Textbook Section, Bk: Book)

There is no Library Science programme in the country. Except the Librarians, all the Library staff are non-professionals. But they have good experience. As the library staff were sent to various countries to attend training programmes, they have good working knowledge in the library. Except the temporary staff, almost all are familiar with the Dewey Decimal Classification System, processing of Library books and all other routines of the Library services. The library staff are user-friendly with computers and internet. They are independently working in their own sections of the library like

journal section, internet section, reference section and so on. The following table will show the details of training programmes attended by the Sherubtse library staff:

Designation of Library Staff	No of Progs.	Duration	Countries visited	Funding Agency
Librarian (1)	1	Two years (PG)	UK	UNFPA – 1
Sr. Asst Libn (1)	6	8 Months	Bhutan-4 Philippines-1 India-1	SAARC -1 UNFPA - 1 RUB – 4
Asst Libns (2)	6	Each 4 Months	Bhutan-3, India-2, Thailand -1	RUB – 3 UNFPA – 1 SAARC – 2
Library Assts (3)	8	2 Months – 1 4 Months – 2	Bhutan-5, India-2, Thailand -1	RUB – 5 SAARC – 2 UNFPA – 1

Table 2: Training Programmes attended by the Library Staff

(UNFPA: United Nations Fund for Population Analysis, RUB: Royal University of Bhutan)

To evaluate the feasibilities to work in the library and scope for the skill enhancement, the library staff were asked some relevant queries, and their responses are in the table 3. It says that library staff are getting good support from the management and there is good scope for self enhancement.

	Best	Good	Normal	Poor	Worst
Work Env	2	6	2		
Job Sat	1	7	1	1	
Rel Lib	6	3	1		
Rel Users	1	5	3	1	
Self Dev	3	5	2		
Mgt Support	1	4	5		

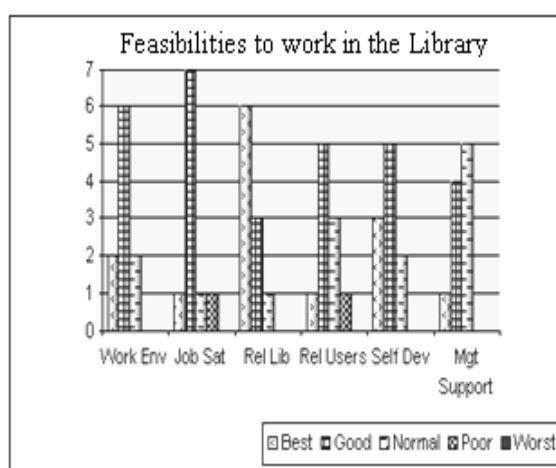


Table 3: Feasibilities to work in the Library

(Work Env: Working Environment, Job Sat: Job Satisfaction, Rel Lib: Relationship with the Librarian & Other Library Colleagues, Rel Users: Relationship with the users, Self Dev: Scope for Self – Development, Mgt Support: Management Support / Rewards & Recognition)

3. Performance Management System

The performance management system is being in practice to evaluate the performance skills of all civil servants. This is to

- Enable fairness in career advancement and promote competence, meritocracy, productivity and self-esteem;
- Enhance both organizational and individual development and effectiveness by introducing objective performance management mechanism; and
- Enhance professionalism and accountability.

Every beginning of the academic year, each and every one of the staff will be asked to submit their goals to work for the year. At the middle of the year, the performance of individual staff against the goals will be checked and reviewed, and the same will be analysed thoroughly and the grades will be awarded.

3.1 Appraisal Cycle

All performance information, including the ratings shall be analyzed and archived accordingly, and shall be computed through the use of appropriate software which shall be used to generate quantitative data as well as document of critical incidences. The Human Resource Officers shall be responsible for managing this information. Every Civil Service Organization shall submit appraisal information when required by the Royal Civil Service Code (RCSC) .

3.2 Performance Rating

The performance ratings of the immediate manager shall be final and binding. In case of the library, the Chief Librarian is the immediate manager. For the Chief Librarian, the Director is the immediate manager. The average scores across both performance outputs and core competencies shall form the final rating of the employee as follows:

- Average total scores of 3.5 – 4.00 : Outstanding
- Average total scores of 2.5 – 3.49 : Very Good
- Average total scores of 1.5 – 2.49 : Good
- Average total scores of 0 –1.49 : Improvement Needed

3.3 Use of the Performance Appraisal Results shall be used to:

- Identify and address development needs of employees .
- Determine appropriate performance increment .
- Recognize good performers and provide appropriate incentives and rewards .

- Promote an employee to a higher position available in Civil Service.
- Take other personnel actions like, transfer, confirmation of services for the probationers and assigning special tasks.
- Identifying non-performance.

3.4 Managing Non-performance

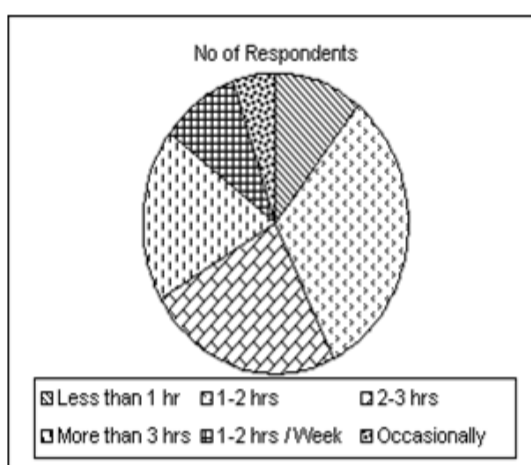
Analysis of Users :

For this purpose 150 questionnaires have randomly been distributed to assess the skill enhancement of library users, out of which 30 were for staff and 120 were for students. Out 30 staff members, 9 are doctorates, 17 are PG and M.Phil degree holders of which 8 are research scholars, 4 are PG degree holders and in this group 3 are doing research. To give an account of their experience, two staff has more than twenty years of experience, four are in between 16 and 20, six are in between 11 and 15, eleven in between 6 and 10, lastly 7 falls in the group of five and less than that. The staff members were to answer the queries regarding the articles they have published in the last five years. For this query, seven persons answered no as they have not published any such articles, nine members have mentioned 1-2 articles, 6 members have published 3-4 articles, 5 members have published 5-10 articles and 3 members have published more than ten articles in the last five years. Again the staff members were asked whether they have published any books in the last five years and if so how many. For this purpose, six members were told that they have published one or two books, two staff have responded for 3 to four books. In this survey of students group, 28 are first years, 45 are second years and 47 are final year students. All these basic information will notify the importance of Library for their skill enhancement.

Time Spending in the Library:

Time spent in Library	No of Respondents
Less than 1 hr a day	16
1-2 hrs a day	48
2-3 hrs a day	36
More than 3 hrs a day	28
1-2 hrs in a Week	14
Occasionally	8

Table 4: Time spent in the library



In response to the query of time spending in the library, almost 75% of the users responded that they are spending sufficient time for potential purposes. Out of 150 users only 8 have responded that they seldom visit the library.

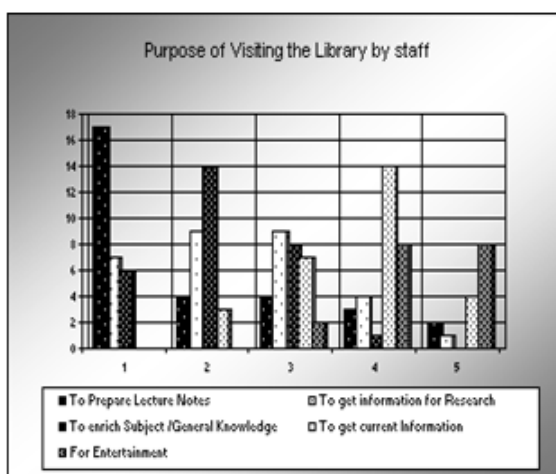
4. Purpose of Visiting the Library:

A. Staff:

Purpose	R1	R2	R3	R4	R5	No Res
a.	17	4	4	3	2	
b.	7	9	9	4	1	
c.	6	14	8	1		1
d.		3	7	14	4	2
e.			2	8	8	12

Table 5A: Purpose of visiting the Library

(a. To prepare lecture notes, b. To get information for research work, c. To enrich subject / GK, d. To get current information, e. For entertainment
R- Rank, Res- Response)



Regarding the purpose of visiting the library 17 staff have given top priority to prepare lecture notes, 14 members have given second priority to enrich their subject and general knowledge, 9 members have given second and third priority for research purpose and very few have responded for entertainment.

B. Students:

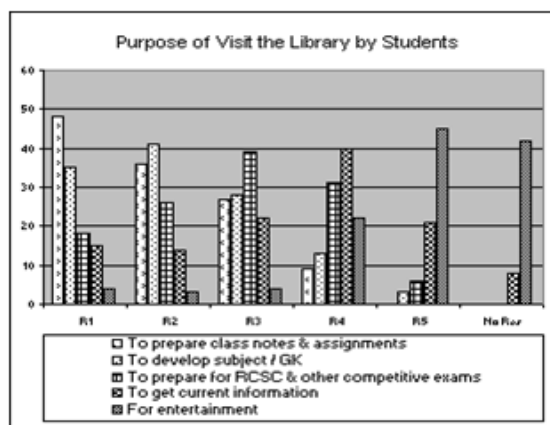
Since Sherubtse College is running only undergraduate courses, there is no much scope for research at the student's level. In this group, the students mainly use the library to prepare for their class works, assignments, seminars, competitive examinations for further study and RCSC examinations. Only these criteria vary from the staff on the purpose of visiting the library.

In response to the purpose of visiting the library, 48 students have given top priority and 36 students have given second priority to prepare class notes and assignments. The other important criteria to enrich their subject and general knowledge, 35 and 41 students have given first and second priority. At the same time a large number of students responded with either last priority or no response to entertainments.

Purpose	R1	R2	R3	R4	R5	No Res
a.	48	36	27	9		
b.	35	41	28	13	3	
c.	18	26	39	31	6	
d.	15	14	22	40	21	8
e.	4	3	4	22	45	42

Table 5B: Purpose of visiting the Library

(a. To prepare class notes & assignments, b. To develop Subject / GK, c. To prepare for RCSC & other competitive exams, d. To get current information, e. For entertainment
R- Rank, Res- Response)



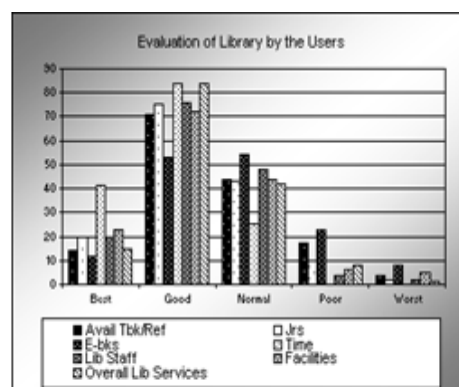
5. Evaluation of Library Facilities and Services:

To evaluate the services and facilities of the library, a few questions were framed for both students and staff. This includes the availability of reading materials such as textbooks, reference books, journals, e-books and online journals, also general facilities, library working hours, approach of the library staff, and overall services in the library. In response, about 63% of users told that the library is above normal. However, few members have told that the facilities are very poor, which can't be neglected.

Lib Facilities & Services	Best	Good	Normal	Poor	Worst
Avail Tbk / Ref	14	71	44	17	4
Access of Jrs	20	75	43	10	2
E-bks & Internet	12	53	54	23	8
Library Working hrs	41	84	25		
Approach of Lib Staff	20	76	48	4	2
Lib Infrastructure & Facilities	23	72	44	6	5
Overall Lib Services	15	84	42	8	1
Total	145	515	300	68	22

Table 6: Evaluation of Library by the Users

(Lib: Library, Tbk / Ref: Text books and Reference Materials, Jrs: Journals, hrs: Hours)



From the above study, it is easy to understand that the Sherubtse College Library is an ideal place for skill enhancement for both the library staff and the users. In addition, the Royal University of Bhutan Library Task Force Committee has recommended to start the Library & Information Science Course in the UG level at the earliest possible. This would be an effective solution for the skill enhancement of library professionals for the country in the near future.

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