JAMAICA LIBRARY SERVICE

JLS

Transforming Lives, Empowering Communities!

TRAINING

Global Libraries Initiative Project Office (GLIPO)

JLS: Using Technology to Empower Individuals and Communities for Development

JLS... Transforming Lives, Empowering Communities

International Federation of Library Association (IFLA) contends that training is important to build strong libraries and library programmes, and therefore can be described as an effective strategy used for improving skills, capabilities and knowledge of employees in a particular organization for a particular purpose. The goal of the Global Libraries Training programme was to provide Information and Communications Technology (ICT) and other training programmes to promote personal, organizational and national development.

As a result of the robust training interventions under the Bill & Melinda Gates Global Libraries Initiative Project, both staff and users of the Jamaica Library Service have increased technology usage. The staff in particular knows how to manage technology in the library, possesses the skills necessary to deliver ICT training to users while improving professionalism and personal development. As it regards to users and members of the library- they were trained and continue to be trained in ICT and other competencies by library staff. Users and members now know how to use technology to fulfil their goals.

Two training plans (staff and users) were prepared to guide training initiatives based on the results of the needs assessment findings. The training plans helped to identify training agencies, institutions and individuals suitable to fulfil the training needs of the staff and users of the Jamaica Library Service. Training centres and bases were identified and established at the appropriate time for various training interventions as well as curriculums were developed and reviewed by the Training Manager and a select team. Training was administered using two methods: Online training (synchronous and non-synchronous) and Face to Face on the job training.

The training for staff began in mid-July, 2014 and has since evolved as a transforming catalyst, changing perception, improving and enhancing knowledge. A medley of training

interventions were delivered to include: an Advocacy pilot, Training of Trainers, Technology Management, Microsoft Suite, Digital Literacy, Advocacy, Leadership, Customer Service, Software Interaction (KOHA, Kodu, EnvisionWare, RDA and Microsoft Certified System Administrator), Community Engagement, PowerPoint and Mobile Applications, Social Media, Soft Skills, Managing Library Spaces, Photography, Robotics, Change Management and Speech Writing. As evident from the list different types of training have been administered to build capacities, skills and competences. Participants have received certificates of achievement, participation and statements of competence. Photographs and posters showing various training activities and top achievers can be viewed in the Training Blog, which was created particularly for this purpose -**Training Transforms** https://trainingtransforms.wordpress.com/.

Purposes of the Training

Advocacy Pilot

The purpose of administering an advocacy pilot training was to test the logistics of the advocacy curriculum and gather information prior to the larger training so that the quality and efficiency of the programme could be improved. In addition, the pilot training revealed the deficiencies in the design of the curriculum, so there was sufficient time to address resources and delivery issues.

Training of Trainers

Training of Trainers Programme was to develop the skillset and competence necessary for staff to take on a leadership role in delivering training that is essential to assisting users. The

programme was also geared at facilitating staff members conducting training with other staff members as a part of professional development.

Technology Management: CompTIA A+ Certification Preparation Training

Technology Management: CompTIA A+ Certification Preparation Programme was to train Client Support System Officers (CSSOs) to the internationally recognised standard of computer technicians. Also the training guaranteed that their ability to manage and maintain equipment was improved significantly. In addition, participants were taught to correct troubleshooting issues, preventive maintenance, and the dynamics of technology innovation. This was an interactive training that facilitated the development of the critical skills that the CSSOs would find relevant to effectively and efficiently carry out their job functions. The programme was also geared at facilitating staff members to conduct training with other staff members as a part of professional development.

Digital Literacy

Digital Literacy was administered in three cohorts in three parishes namely: Kingston (April 13-22, 2015), Manchester (April 27-May 6, 2015) and St. James (May 18-29, 2015). The purposes of the **Digital Literacy Programme** were to help staff to gain the requisite skills required to function in a digital environment and to learn how to manipulate new and advanced digital technologies for personal and organizational goals. This training also equipped staff with ability to deliver the relevant aspects of the training to other staff members, users and ultimately the community at large.

Microsoft Pilot Online Training

The pilot was designed to test the logistics of online training since this was the first time that Jamaica Library Service was embarking on online training within work hours. Thus there was the need to identify any possible challenges. It was discovered that participants needed JLS Outlook Accounts as was revealed that staff who had Hotmail and Live accounts did not work. There was also the need to install Microsoft Silverlight Plugin and headsets were needed for each participant.

In addition it was ascertained that there was the need for high bandwidth network and that large numbers of participants could not be trained simultaneously as this hampered a smooth progression of the training (since the training had numerous videos and activities). Also, participants could not skip any video or activity, but had to go through every section of the training before a certificate could be generated and awarded.

Advocacy Training

The purpose of the advocacy training was to assist library staff to develop key competences to apply various advocacy tactics to their daily functions, enabling them to play a decisive role in supporting the mission of the Jamaica Library Service.

Leadership Workshop/Training

The Leadership Workshop was to develop an understanding of being an effective leader in the Jamaica Library Service. The workshop entitled ***The Role and Responsibilities of an Effective***

Leader focused on building leadership skills as well as highlighting a new perspective on leading with integrity.

Customer Service Training

Customer Service Training was delivered to strengthen the capabilities and skills of employees in creating a warm and amiable operating environment at all public libraries of the Jamaica Library Service.

EnvisionWare Training

As a result of obtaining new computers and an increase in membership, the Jamaica Library Service has invested in a new software that would be able to make the task of managing the computer systems easier and quicker for both staff and users.

Resource Description and Access (RDA)

The purpose of this training was to expose staff to the RDA Standard and Rules. This training also enabled the staff to apply RDA Rules for book processing activities, while allowing the organization to transition to international Cataloguing standards using automated process.

Microsoft Kodu

This training exposed staff to the Kodu programme which was introduced in the Jamaica Library Service Summer Programme. This training has also enabled the staff to use their creativity to train library users in a medley of subject areas.

Community Engagement

Community Engagement training was designed to build the competences of library leaders all across Jamaica in all parish and branch libraries. The intent of the training was for library managers to effectively engage communities so that they can develop and maintain an amicable and symbiotic relationship within the various communities.

Social Media

Social Media Training was designed to develop an understanding of social media fundamentals and basic social media etiquette. The programme was also geared at helping staff to engage communities in training and developing social media skillset for users and members of the public libraries.

KOHA

The purpose of the KOHA Training was to develop an understanding of the core library functionalities of this particular Integrated Library Management system to various levels of library staff. Some of the key areas of training included: generating statistical reports, tracking items, ordering, billing and OPAC.

Managing Library Spaces

This training was geared to assist library staff to manage and re-invent library spaces. It was also projected to assist with mounting library exhibitions and displays. This training also enabled the staff to use their creativity to design appropriate spaces in the library especially for new programmes and services, befitting for the interests and needs of their audience.

Soft Skills

The purpose of this training was to develop and refine human relations and customer service skills.

Leading From Behind

The aim of this training was to enhance capacities and improve leadership capabilities of middle managers at Jamaica Library Service. The workshop was planned to help staff to build teams, internal communication and customer service.

Microsoft Certified System Administrator

This training enabled all Information Technology Personnel to configure and manage windows servers and networking software. The training was delivered to two cohorts: a face to face training was conducted in Kingston at the University of Technology and the second cohort was an online training.

Photography Workshop

This training was designed to assist selected library staff to develop and hone the required competence to effectively operate and manage the new photography programme inclusive of a **Green Room**.

Change Management

The aim of the Change Management Workshop was to provide library leaders with the needed tools to transition smoothly into the imminent change especially in the public sector. This

workshop should help the employees of the Jamaica Library Service to be better able to accept and embrace this change. The workshop was also planned to aid the leaders of the organization to build their self-confidence and knowledge so that they will be able to transfer this knowledge to the various departments.

Robotics Workshop

This training prepared participants for the new coding programme for Finch Robots that was introduced in most parish libraries across Jamaica.

See *Figure 1* for a summary of staff training.

NB. There are some missing cost for lunch and break. Request was made to Human Resource Department and Accounts Division, but information was not received.

Topic	Parishes	Venue	Training Agency /Individual	Date of Training	Number Trained
Advocacy Pilot	HQ, KSAPL, St. Catherine, Manchester, Portland	JLS HQ Orchid Suite	Sharnna Edmondson-Training Manager	July 18, 2014	11
Training of Trainers	ALL	JLS HQ Orchid Suite	MIND Georgia Sinclair Trainer	October 15-November 20, 2014	50
Technology Management	ALL except Portland	JLS HQ Orchid Suite	MIND O'Brian Ebanks Technology Trainer	February 25-27 and March2-6, 2015	20
Microsoft Word and Excel (Pilot)	Kingston and Headquarters	JLS HQ Orchid Suite	Microsoft (Online)	March 10-19, 2015	11
Microsoft Outlook	ALL	Parishes	Microsoft (Online	April 6-July 28, 2015	42
Microsoft PowerPoint	ALL	Parishes	Microsoft (Online	April 6-July 28, 2015	66
Microsoft Word	ALL	Parishes	Microsoft (Online	April 6-July 28,2015	158
Microsoft Excel	ALL	Parishes	Microsoft (Online	April 6-July 28,2015	95
Microsoft Access	ALL	Parishes	Microsoft (Online	April 6-July 28,2015	7

Topic	Parishes	Venue	Training Agency /Individual	Date of Training	Number Trained
Microsoft Project	ALL	Parishes	Microsoft (Online	April 6-July 28, 2015	1
Digital Literacy	Headquarters, Kingston, Portland, St. Catherine, St. Thomas and St. Mary	JLS HQ Orchid Suite	MIND O'Brian Ebanks Technology Trainer	April 13-22, 2015	25
Digital Literacy	Clarendon, Manchester and St. Elizabeth	Cecil Charlton Hall- MPL	MIND O'Brian Ebanks Technology Trainer	April 27-May 6, 2015	14
Digital Literacy	St. James, Hanover, Westmoreland, St. Ann and Trelawny	St. James Parish Library	MIND O'Brian Ebanks Technology Trainer	May 18-29, 2015	23
Training of Trainers	ALL	Parishes	Senior Librarians, RDL, Sharnna Edmondson- TM and Rohan Smith-PM	August 31-October 29, 2016	211
Advocacy Training	ALL	JLS HQ Orchid Suite	MIND Janet Morrison- Advocacy Trainer	September 14-24, 2016 (2 Cohorts)	50

Topic	Parishes	Venue	Training Agency /Individual	Date of Training	Number Trained
Leadership Workshop	ALL	Medallion Hall Hotel	Dr. Taneisha Ingleton and Dr. Canute Thompson	December 3, 2015	31
Customer Service	ALL	Parishes	HEART	March 22-April 6, 2016	231
Customer Service Headquarters/KSAPL	Headquarters and Kingston and St. Andrew Parish Library	JLS HQ Orchid Suite	HEART	May 25-26, 2016 June1, 2016	27
EnvisionWare	ALL	JLS HQ Orchid Suite	EnvisionWare Desroy Rodney	April 6, 2016	35
Resource Description Access	Headquarters	JLS HQ Orchid Suite	UWI Rosemarie Runcie	April 27-28, 2016	14
Customer Service Follow-Up	KSAPL	JLS HQ Orchid Suite	HEART Rohan Wishart	May 4, 2016	14
Microsoft Kodu	ALL	JLS HQ Orchid Suite	Allman Town Primary- Kacey Crooks	May 12, 2016	30
Community Engagement	ALL	JLS HQ Orchid Suite	UWI Ruth Jankee	June 7, 8, 14, 15, 16 and 20, 2016 Six Cohorts	151

Topic	Parishes	Venue	Training Agency /Individual	Date of Training	Number Trained
PowerPoint and Mobile Apps Workshops	Headquarters and KSAPL	UWI	DLIS	June 21-22, 2016	9
Social Media	ALL	Parishes	JLS Adrian Gilman and Erica Brown	June 21-23, 2016 June 27-29, 2016 July 5-7, 2016	76
KOHA	ALL	JLS HQ Orchid Suite	ByWater Ed. Veal	July 18-20, 2016	92
Managing Library Spaces	ALL except Westmoreland, St. Elizabeth and St. Catherine	JLS HQ Orchid Suite	HEART Nicole Anderson	July 13-September 16, 2016 November 21 and 24, 2016 (Assessment)	22
Soft Skills	Headquarters and KSAPL	JEF	JEF Georgia	October 19, 2016	20
Leadership Part 2 for Middle Managers-*Leading From Behind*	Headquarters and KSAPL	Altamont Court Hotel	Mark Your Mark Consultants Keisha-Ann Dowe	October 21, 2016	26
Microsoft Certified System Administrator	ALL	UTECH Parishes	Vantage Point	September 26-29, 2016 October 28,2016	Group 1- 10 Group 2- 9

Topic	Parishes	Venue	Training Agency /Individual	Date of Training	Number Trained
				November 7-11,2016	
Photography Workshop	ALL	JLS HQ Orchid Suite	Andrew Smith	January 25, 2017 January 27, 2017	Group 1-21 Group 2-20
Change Management **Discount 16% ($78,480.00)**	ALL	Terra Nova Hotel	Dr. Terry Thomas	February 1-2, 2017 February 8-9, 2017	Group 1-25 Group 2-25
Robotics Workshop	ALL	JLS HQ Orchid Suite	Damaine Grey	February 16, 2017	30
Speech Writing Workshop	HQ	UWI	UWI- DLE Professor Edward Baugh	February 11, 18 and 25, 2017	3
Total					**1705**

Similarly, training for the users and members of the library began June, 2015. Both users and members have been exposed to number of ICT and other training which includes: Digital Literacy (Digital Reference, E-government, Online Jobs and Productivity Programmes), Social Media (emails, skype, Instagram, Facebook, blogs…), Basic Computer (children and adults), Kodu (children 6-15) and Writing of application letters and resumes. The list of training interventions reflect not only training done with the users and members, but also a number of new and enhanced programmes designed for both children and adults to include tablets, robotics, green room and photography. At the end of training participants received Jamaica Library Service Certificates of Participation. See **Figure 2** for a summary of user training.

FIGURE 2					
Topic	**Parishes**	**Date of Training**	**Number Trained**	**Certificates**	**Comment**
Digital Literacy					
Digital Lifestyle	St. Ann		12		
Digital Lifestyle	St. Thomas		24		
Digital Lifestyle	Manchester		38		
Digital Lifestyle	Portland		12		
Digital Lifestyle	St. Catherine		6		
Digital Lifestyle	St. Mary		17	Issued all	
Digital Lifestyle	St. James	February 8, 2016	13		Parish library only
Digital Lifestyle	Clarendon	February 9-March 8, 2016 September 13-October 11, 2016	16	5 Issued	
Digital Lifestyle	Hanover		5		
Digital Lifestyle	Westmoreland		6		
Digital Lifestyle	Trelawny		29		
Digital Lifestyle	Kingston and St. Andrew Public Library	November 21, 2016	5		
Digital Reference	St. Elizabeth		17		
Digital Reference	Clarendon	March 29 – April 19, 2016	4	2 Issued	Only adults opted to participate in the Digital Literacy Programme. These adults are not working and only complete modules that they were interested in,

Topic	Parishes	Date of Training	Number Trained	Certificates	Comment
Digital Reference	Manchester		12		
Digital Reference	St. James		12		Parish library only
Digital Reference	St. Mary		11	Issued all	
Digital Reference	St. Ann		12		
Productivity Programme	Kingston and St. Andrew	Jan. 26- Mar. 15, 2016 Mar. 23- May 3, 2016 Apr.11- May 30, 2016 June 7- July 19, 2016 Oct. 3-Oct. 24, 2016	45		KSAPL Harbour View Shortwood
Productivity Programme	Manchester		12		
Productivity Programme	Clarendon	May 17- June1, 2016 November 22- December 13, 2016	14	4 Issued	
Productivity Programme	St. Mary		15	Issued all	
Productivity Programme	St. Ann		12		
Productivity Programme	St. James		10		Parish library only
Social Media					
ALL	Manchester		9		

Topic	Parishes	Date of Training	Number Trained	Certificates	Comment
ALL	Clarendon		0		Programmes advertised, but no user has reacted to the training. There was also very slow internet connection speed at the branch libraries
	St. James		41		Parish library- 27 Cambridge Branch-10 Anchovy Branch- 4
	St. Ann		12		
	Westmoreland		14		
	Kingston and St. Andrew	September 19- October 10, 2016	8		
	St. Mary		12		
	Trelawny		6		
Basic Computer Training					
Parts of Computer	Manchester		15		
	St. Ann		102		
	St. Elizabeth		8		
	Clarendon		23		
	St. Mary		28		
	St. James		38	7 Issued	Parish library- 7 Cambridge Branch- 19 Lottery Branch- 12
	Trelawny		163		
	Kingston and St. Andrew	November 23, 2015- January 12, 2016	117		

Topic	Parishes	Date of Training	Number Trained	Certificates	Comment
		August 3- September 12, 2016 June, 2016			
Word, The Internet and Email	Westmoreland		58		
	Westmoreland (children and senior citizens)		395		
Microsoft Kodu Training					
	Manchester		134		
	Clarendon	July 18- 29, 2016	226	None Issued	The participants were trained during the annual Summer Programme exercise within the Clarendon Parish Library Network,
	Kingston and St. Andrew		34		
	St. Ann		25		
	St. James		18		Parish library only
	Trelawny		25		
	Westmoreland		60		
TOTAL 1902					

Kingston and St. Andrew Parish Library Challenges

- Total number of users who enrolled is not total number of users trained as many users did not complete.
- Users with varying competence levels- difficulty for some with keeping up with the pace of the class.
- Some members of branch staff feel incompetent to train
- Staff members at the parish libraries cannot train in all branch libraries.
- Users are requesting evening classes.

Challenges

The evaluation reports for all the training revealed that the training benefited a significant number of the participants. In most cases, the sheets revealed that training was relevant and helped to improve the kind of work and service produced, however there were some challenges identified that have directly or indirectly affected planning and implementation of the training sessions.

- Incompetent trainers

- Reluctant to go the extra mile to improve library programmes and services

- High resignation numbers of trainees of great asset to the organization

- Forced participants

- Pococurante and passionless participants

- Many pessimists in the organization

- Reluctant to follow-through with plans for example Advocacy and Community Engagement Plans

- Reluctant to plan and work alongside Training Manager and Information Technology Division for the online Microsoft Office training (All staff should have been trained)

- Lack of initiative

- Some training poorly organized and implemented

- Highly demotivated staff

- Poor internal and external customer service

- Fear of highlighting ignorance in particular training

- Positive responses on evaluation sheets are often not the reality

- Collection of user training information

Conclusion

Through training, this project has indeed empowered and transformed communities and individuals. Library staff and users have been exposed to numerous training interventions that have helped them to perform better and more efficiently in their jobs. Furthermore as a result of the training programme, many new and enhanced programmes and services have been developed to include robotics, tablets, photography clubs and green rooms. These activities has certainly presented the opportunity for library leaders and staff to showcase their inventiveness in developing and sustaining programmes and services suitable for their users.