

I. DESCRIPTION OF WORK

Positions in this banded class oversee and direct staff in performing archival and records management duties including acquiring, appraising, accessing, analyzing, organizing, preserving, describing and cataloging, and reformatting collections held in the State Archives. Positions implement policy changes; modify operations to meet goals, mission and priorities; assist in developing and implementing program initiatives; develop and fund new initiatives that promote and raise visibility of the agency; ensure high quality customer service to state and local government agencies, universities, and the general public; provide information to public officials and agencies regarding laws pertaining to archival and records management; submit and monitor budgets; research funding opportunities and develop and write grant proposals for archival and records initiatives; ensure compliance with HR policies and procedures; promote the agency to other state and local government agencies and the general public by giving lectures, conducting workshops and/or training, and directing staff in these activities; and collaborate with other agency staff to achieve goals. Positions maintain statistical data and prepare reports detailing operations, activities, and programs.

II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
<p>Positions at this level supervise staff working in archives and records management functions. They are responsible for the application of efficient and economical methods and practices. Positions are responsible for the provision of customer services to others including but not limited to local and state governments, public officials, researchers, and the general public in their area of responsibility. Work includes training others.</p>	<p>Positions at this level perform administrative and managerial work in directing operations in archives and records management functions. They coordinate staff to perform activities such as appraising, accessing, analyzing, organizing, preserving, describing and cataloging of records and collections. They ensure excellent customer service and consultative services are provided by the staff. They are expected to demonstrate a full knowledge and appropriately apply practices, policies, regulations, and laws related to archives and records management.</p>	<p>Positions at this level direct overall operations and programs related to archives and records management functions. They are expected to demonstrate mastery in the practices, policies, regulations, and laws related to archives and records management. Responsibilities include the development of long-range plans, oversight of budget operations, the development and implementation of new policies and/or procedures, and decision making authority and problem solving for unique situations that will have large-scale impact on the agency. Positions have frequent interaction with public officials and represent the agency throughout the state.</p>

III. COMPETENCIES

Competency	Definition
Knowledge - Professional/Technical	Possession of a designated level of professional skill and/or knowledge in archives and records management and the ability to keep current with developments and trends in area(s) of expertise, usually acquired through post-secondary education. Possession of a designated level of technical skill in archives and records management systems and technology and the ability to keep current with developments and trends.
Archival and Records Program Management	Ability to supervise and direct staff in acquiring, appraising, arranging, preserving, describing and cataloging, and reformatting collections held in the State Archives. Ability to develop plans to accomplish work operations and objectives; arranges and assigns work to use resources efficiently. Ability to research funding opportunities; ability to develop and write proposals; and ability to negotiate details of grant. Ability to plan and monitor the use of expenditures to meet organizational objectives and compliance; prepares budget documents and reports.
Organizational Awareness and Commitment	Demonstrated understanding of and commitment to the organization's mission, how it functions, and the resources available to provide archival and records management services to state and local government agencies, the citizens of North Carolina, and the general public.
Strategic Planning	Ability to build long-range plans to fulfill legislative or mission driven organizational goals; identifies organizational structures and systems needed to support identified goals. Ability to monitor programs and provide new services where merited.
Building Partnerships	Ability to build and use collaborative relationships to facilitate the accomplishment of program goals; ability to seek and identify opportunities to build strategic relationships with local governments, the Legislature, state agencies, support groups, and other stakeholders, such as federal and state funding agencies. Ability to create opportunities to promote the work of the agency to other agencies and organizations.
Human Resources Management	Ability to recruit, select, develop, coach, counsel, discipline, and evaluate performance of employees to retain a diverse workforce; ability to administer and ensure compliance with human resources policies and procedures. Ability to establish work rules and acceptable levels of quality and quantity of work; ability to review work and measure performance of others, and facilitate development of individuals' competencies. Ability to plan and support the development of employees. Ability to identify skills and abilities needed to fulfill current or future job or responsibilities.
Change Management	Ability to plan and implement change initiatives; ability to support innovation and creativity by encouraging staff to accept and resolve challenges; ability to remain flexible to meet constantly changing and sometimes opposing demands.
Communication	Ability to provide information to individuals or groups; ability to deliver presentations suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely to groups or individuals either verbally or in writing to ensure that they understand the information and the message. Ability to listen to and respond appropriately to others.
Training	Ability to design, develop, and deliver training and workshops to staff, researchers, staff of local and state government agencies, and the general public.

Note: Not all competencies apply to every position/employee; evaluate only those that apply. Competency statements are progressive.

IV. COMPETENCY STATEMENTS BY LEVEL**Knowledge - Professional/Technical**

Possession of a designated level of professional skill and/or knowledge in archives and records management and the ability to keep current with developments and trends in area(s) of expertise, usually acquired through post-secondary education. Possession of a designated level of technical skill in archives and records management systems and technology and the ability to keep current with developments and trends.

Contributing	Journey	Advanced
<p>Fundamental knowledge of the principles and practices of archival and records management.</p> <p>Fundamental knowledge of and ability to use and apply various metadata standards.</p> <p>Fundamental knowledge of and ability to conduct research; assists others in using primary and secondary sources.</p> <p>Fundamental knowledge of historical and current storage methods, preservation, and the current and long-range impact of all types of storage systems.</p> <p>Fundamental knowledge of current systems, technologies and procedures used in the provision of information services; concepts of fair use, copyright law, state and federal public records law, and intellectual property rights.</p> <p>Fundamental knowledge of multiple, complex sets of standards, policies and procedures. Interprets multiple, complex sets of standards, policies, and procedures.</p> <p>Ability to stay informed of current developments and trends in archival and records management.</p>	<p>Comprehensive knowledge of the principles and practices of archival and records management.</p> <p>Comprehensive knowledge of and ability to use and apply various metadata standards.</p> <p>Comprehensive knowledge of and ability to conduct research; trains and oversees others in using primary and secondary sources.</p> <p>Comprehensive knowledge of historical and current storage methods, preservation, and the current and long-range impact of all types of storage systems.</p> <p>Comprehensive knowledge of current systems, technologies, and procedures used in the provision of information services; concepts of fair use, copyright law, state and federal public records law, and intellectual property rights.</p> <p>Comprehensive knowledge of and ability to interpret multiple, complex sets of standards, policies, and procedures; applies knowledge to extrapolate from existing guidelines to specific situations.</p> <p>Ability to stay informed of current developments and trends in archival and records management, particularly in the area of digital technology as it relates to archival and records management.</p>	<p>Extensive knowledge of the principles and practices of archival and records management.</p> <p>Extensive knowledge of and ability to use and apply various metadata standards; proficient in the application of multiple metadata standards.</p> <p>Extensive knowledge of and ability to conduct research; ensures others are proficient in using primary and secondary sources.</p> <p>Extensive knowledge of historical and current storage methods, preservation, and the current and long-range impact of all types of storage systems.</p> <p>Ability to interpret and apply extensive knowledge of concepts of fair use, intellectual property rights, copyright law, and state and federal public records law.</p> <p>Ability to interpret, apply, formulate, and revise standards, policies, and procedures based on an extensive knowledge of multiple, complex sets of standards, policies and procedures.</p> <p>Ability to stay informed of current developments and trends in archival and records management, particularly in the area of digital technology; seeks and develops ways to promote multiple points of access to collections.</p>

Archival and Records Program Management

Ability to supervise and direct staff in acquiring, appraising, arranging, preserving, describing and cataloging, and reformatting collections held in the State Archives. Ability to develop plans to accomplish work operations and objectives; arranges and assigns work to use resources efficiently. Ability to research funding opportunities; ability to develop and write proposals; and ability to negotiate details of grant. Ability to plan and monitor the use of expenditures to meet organizational objectives and compliance; prepares budget documents and reports.

Contributing	Journey	Advanced
<p>Ability to supervise and direct staff in appraising, arranging, and describing records and documents; and in arranging and describing complex and/or special collections.</p> <p>Ability to plan and implement the delivery and improvement of services, staffing and resources. Ability to provide oversight to unit.</p> <p>Ability to research funding opportunities; ability to write grant proposals.</p> <p>Ability to assist in administering awarded grants.</p> <p>Ability to operate within assigned budget; tracks expenditures; ability to identify potential cost savings.</p> <p>Ability to apply fundamental knowledge of the organization and operation of state and local governments as they relate to records management.</p> <p>Fundamental knowledge of North Carolina history, its people, and places.</p> <p>Fundamental knowledge of legal contracts, exemptions, and entitlements.</p>	<p>Ability to oversee the appraisal, arrangement, and description of records. Ability to evaluate and formulate practices and methodologies for efficacies, improved access, and preservation.</p> <p>Ability to plan and implement the delivery and improvement of services, staffing and resources, some of which may include larger staff, multiple programs or moderately complex or significant programs.</p> <p>Ability to research funding opportunities; ability to develop and write grant proposals; ability to promote and represent the agency to granting agencies/organizations.</p> <p>Ability to administer awarded grants.</p> <p>Ability to monitor expenditures and identify potential budget issues; ability to recommend needed expenditures and revisions to the budget.</p> <p>Ability to apply comprehensive knowledge of the organization and operation of state and local governments as they relate to records management.</p> <p>Ability to apply comprehensive knowledge of North Carolina history, its people, and places.</p> <p>Comprehensive knowledge of legal contracts, statutes, exemptions, and entitlements and the ability to draft such documents.</p>	<p>Ability to oversee the appraisal, arrangement, and description of records. Ability to evaluate and implement practices and methodologies for efficacies, improved access, and preservation.</p> <p>Ability to direct higher-level planning, organizing and staffing for complex branch/unit. May require ability to coordinate through subordinates. Ability to contribute to agency-wide strategic planning efforts.</p> <p>Ability to promote and represent the agency to granting agencies/organizations; ability to negotiate details of grant.</p> <p>Ability to provide oversight of awarded grants; ability to develop and submit reports on current grants.</p> <p>Ability to research, recommend, and approve major expenditures; ability to prepare budgets.</p> <p>Ability to apply extensive knowledge of the organization and operation of state and local governments as they relate to records management.</p> <p>Ability to apply extensive knowledge of North Carolina history, its people, and places.</p> <p>Extensive knowledge of legal contracts, statutes, exemptions, and entitlements and the ability to draft such documents.</p>

Organizational Awareness and Commitment

Demonstrated understanding of and commitment to the organization’s mission, how it functions, and the resources available to provide archival and records management services to state and local government agencies, the citizens of North Carolina, and the general public.

Contributing	Journey	Advanced
<p>Full understanding of the role of the department and services it provides to state and local government agencies and the general public.</p> <p>Full understanding of resources within each branch/unit of the department.</p> <p>Full understanding of the agency’s policies and procedures.</p>	<p>Broad understanding of the role of the department and services it provides to state and local government agencies and the general public.</p> <p>Broad understanding of resources within each branch/unit of the department.</p> <p>Broad understanding of the agency’s policies and procedures.</p>	<p>Highest level of understanding of the role of the department and services it provides to state and local government agencies and the general public. Ability to convey this understanding to other government agencies and the public. Ability to create opportunities to promote the work of the department to other agencies and organizations that share common goals.</p> <p>Highest level of understanding of resources within each branch/unit of the department and how each branch/unit relates to each other. Ability to convey this understanding to other government agencies and the public.</p> <p>Highest level of understanding of the agency’s policies and procedures. Ability to convey this understanding to other government agencies and the public.</p>

Strategic Planning

Ability to build long-range plans to fulfill legislative or mission driven organizational goals; identifies organizational structures and systems needed to support identified goals. Ability to monitor programs and provide new services where merited.

Contributing	Journey	Advanced
<p>Ability to set organizational goals that are specific, measurable, relevant, achievable and time-bound, and that reflect the overall mission of the department.</p> <p>Ability to identify critical objectives, timeframes, and resources to support the overall mission of the department.</p> <p>Ability to initiate changes within scope of the strategic plan.</p>	<p>Ability to organize information and data to identify/explain major trends, problems, and causes; ability to compare and combine information to identify underlying issues.</p> <p>Ability to identify and fill gaps in information required to understand strategic issues.</p> <p>Ability to implement changes within scope of the strategic plan.</p>	<p>Ability to anticipate trends and future changes that represent threats or opportunities and determine an appropriate course of action.</p> <p>Ability to generate and consider alternative options for action to achieve a long-range goal or vision.</p> <p>Ability to develop policies to support changes within scope of the strategic plan. Ability to revise policies and procedures as required by new or revised legislation, technology, or constituent needs.</p>

Building Partnerships

Ability to build and use collaborative relationships to facilitate the accomplishment of program goals; ability to seek and identify opportunities to build strategic relationships with local governments, the Legislature, state agencies, support groups, and other stakeholders, such as federal and state funding agencies. Ability to create opportunities to promote the work of the agency to other agencies and organizations.

Contributing	Journey	Advanced
<p>Ability to build collaborative relationships to meet department goals.</p> <p>Ability to assist and advise state and local governments on matters pertaining to archival and records management.</p> <p>Ability to explore ways to develop new partnerships and supports existing partnerships.</p>	<p>Ability to build collaborative relationships to meet department goals throughout state and local government.</p> <p>Ability to lead effort in providing assistance and advice to state and local governments on matters pertaining to archival and records management.</p> <p>Ability to develop new partnerships to further promote the goals of the agency.</p>	<p>Ability to build collaborative relationships to meet agency goals throughout the state and nationally; ability to coach others in building collaborative relationships.</p> <p>Ability to coach others in providing assistance and advice to state and local governments; ability to seek out new opportunities for forming partnerships.</p> <p>Ability to anticipate new partnerships and explore the advances/disadvantages of potential partnerships. Ability to manage implementation of partnerships.</p>

Human Resources Management

Ability to recruit, select, develop, coach, counsel, discipline, and evaluate performance of employees to retain a diverse workforce; ability to administer and ensure compliance with human resources policies and procedures. Ability to establish work rules and acceptable levels of quality and quantity of work; ability to review work and measure performance of others, and facilitate development of individuals' competencies. Ability to plan and support the development of employees. Ability to identify skills and abilities needed to fulfill current or future job or responsibilities.

Contributing	Journey	Advanced
<p>Ability to make work assignments based on knowledge of staff availability, skills and resources.</p> <p>Ability to recruit and select employees following standard human resources policies and procedures.</p> <p>Ability to establish employee work expectations and work plans; ability to assess employee skills; ability to conduct performance reviews with the assistance of a higher-level manager. Ability to coach and mentor.</p> <p>Ability to identify and recommend career development opportunities with employees.</p> <p>Ability to foster an environment that promotes open communication among supervisors, coworkers, and customers.</p>	<p>Ability to review staff allocation levels to ensure appropriate staffing to provide sufficient customer service. Ability to participate in the planning process with regard to workforce development issues and trends.</p> <p>Ability to recommend and/or make selection decision. Ability to ensure adherence to state and departmental recruitment and selection procedures.</p> <p>Ability to develop and implement work plans; ability to conduct performance reviews; ability to participate in the disciplinary and grievance processes, as needed.</p> <p>Ability to coach and facilitate the enhancement of employee skills; ability to ensure employees have access to tools and information for career development opportunities; ability to participate in employee growth and development.</p> <p>Ability to coach and mentor others in how to foster an environment that promotes open communication among supervisors, coworkers, and customers.</p>	<p>Ability to lead planning process with regard to workforce development issues and trends. Ability to direct supervisors in the implementation of personnel actions.</p> <p>Ability to oversee supervisors to ensure compliance with recruitment and selection policies and procedures. Ability to identify knowledge and skills needed of each work unit and promote the retention of skills or future recruitment needs of the unit or section.</p> <p>Ability to oversee supervisors to ensure compliance with performance management policies and procedures. Ability to recommend resolution of disciplinary and grievance issues, as needed.</p> <p>Ability to ability to apply expertise in mentoring and coaching; ability to review and authorize training opportunities for unit/organization. Ability to lead employee growth and development initiatives.</p> <p>Ability to lead initiatives to develop a collaborative and high performance work environment.</p>

Change Management

Ability to plan and implement change initiatives; ability to support innovation and creativity by encouraging staff to accept and resolve challenges; ability to remain flexible to meet constantly changing and sometimes opposing demands.

Contributing	Journey	Advanced
<p>Ability to understand change management strategies and principles. Ability to communicate and implement new policies and procedures.</p> <p>Ability to promote change and new situations as opportunities for learning and growth.</p> <p>Ability to identify and communicate the beneficial aspects of change to staff.</p>	<p>Ability to lead a transition from old to new programs at the unit level. Ability to participate in the development of and implement administrative rules and policies.</p> <p>Ability to promote alternative work methods in response to new information, changing conditions, new technology, or unexpected obstacles.</p> <p>Ability to identify barriers or potential obstacles to implementing change; ability to coach staff to develop solutions.</p>	<p>Ability to lead the development and implementation of vision and mission statements. Ability to lead and direct the development and implementation of goals and objectives.</p> <p>Ability to evaluate the work environment and determine short and long-term strategies to meet challenges associated with new technologies or unexpected obstacles.</p> <p>Ability to lead staff in identifying new or alternative ways to improve customer services and work processes when implementing change.</p>

Communication

Ability to provide information to individuals or groups; ability to deliver presentations suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely to groups or individuals either verbally or in writing to ensure that they understand the information and the message. Ability to listen to and respond appropriately to others.

Contributing	Journey	Advanced
<p>Ability to communicate with individual work units or entire organization on archives and records management issues. Ability to update existing communications. Ability to disseminate information on changes in policies, procedures, and protocols.</p> <p>Ability to communicate about services, processes, and procedures to internal and external audiences.</p> <p>Ability to prepare, organize, and may require ability to review, written reports according to documentation standards and requirements; guide staff in preparing written reports.</p>	<p>Ability to communicate moderately complex program information outside of the organization.</p> <p>Ability to respond to requests/issues that deviate from standard operating procedures. Ability to respond to requests for program and procedural information. Ability to contact service recipients to provide or obtain information.</p> <p>Ability to review and approve written reports, often of moderate complexity.</p>	<p>Ability to communicate major and/or complex situations and actions internal and external to the organization.</p> <p>Ability to apply knowledge of programs, policies, and procedures to interpret and communicate information to meet the needs of non-standard situations.</p> <p>Ability to document and report more complex or unique issues and effectively articulates written conclusions.</p>

Training

Ability to design, develop, and deliver training and workshops to staff, researchers, staff of local and state government agencies, and the general public.

Contributing	Journey	Advanced
Ability to conduct workshops and training for staff, local and state government employees, and the general public.	Ability to develop and conduct workshops and training for staff, state and local government employees, and the general public.	Ability to lead and coach others in the development and presentation of workshops for staff, local and state government employees, and the general public.

V. MINIMUM TRAINING & EXPERIENCE

Master’s degree in history, public history, public administration, or a related social science discipline with coursework in archival or records management and two years of progressive experience in archival or records management work; or an equivalent combination of training and experience. All degrees must be received from appropriately accredited institutions.

Optional Guidelines

Journey: Master’s degree in history, public history, public administration or related social science with an emphasis on archival and records management and four years of progressive experience in archival or records management work preferably with two years in an advanced, specialized or supervisory capacity; or an equivalent combination of training and experience.

Advanced: Master’s degree in history, public history, public administration or related social science with an emphasis on archival and records management and five years of progressive experience in archival or records management work preferably with three years in an advanced, specialized or supervisory capacity; or an equivalent combination of training and experience.

Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.