

## I. DESCRIPTION OF WORK

Positions in this banded class administer, direct, and review library programs; direct a staff of professional librarians who are responsible for supervising a major branch or program of a library; provide guidance and advice to library supervisors and staff on implementing and revising library programs and policies and resolving issues regarding library operations and staff; provide leadership in the administration and management of state-wide programs aimed at working and partnering with local communities to develop and extend public library services; develop and implement strategies for disseminating information to library users; participate in long-range and strategic planning; develop library policies and procedures; manage grant programs and budgets; and provide direction and guidance to library supervisors regarding personnel issues.

## II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

| Contributing  | Journey   | Advanced   |
|---|---|--|
| <p>Positions at this level perform administrative and consultative work in planning, organizing, and directing services and programs. Work involves working statewide with others including librarians, library trustees, and local government officials. Work involves interpretation and application of North Carolina laws relating to public library administration. Work involves the identification and coordination of cooperative inter-library projects. Work may include supervision of a professional staff providing specialized librarian consultant work with public librarians across the State.</p> | <p>Positions at this level perform administrative and managerial work in directing the activities and programs of the State Library. They coordinate the development of state and local libraries and direct the establishment and development of resource sharing among academic, public, and corporate libraries. Work involves extensive contact with citizen groups, local government officials, and business professionals. Positions participate in setting the overall program mission of the State Library and in making decisions and setting policy for the library as a whole.</p> | <p>Positions at this level direct overall operations and programs of the State Library. They are expected to demonstrate mastery in the practices, policies, regulations, and laws related to public library administration. 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  |
|--|---|
| <b>Knowledge - Professional</b>                | Professional knowledge and skill in Library and Information Science, Library Science, and/or Information Resources and Library Science and the ability to keep current with developments and trends in area(s) of expertise.  |
| <b>Organizational Awareness and Commitment</b> | Understanding of and commitment to the State Library's mission, how specific branches function and relate to other branches, and the resources available to provide library services to the State, the citizens of North Carolina, and the general public.  |
| <b>Strategic Planning</b>                      | Ability to build long-range plans to fulfill legislative or mission driven organizational goals; ability to identify organizational structures and systems needed to support identified goals.  |
| <b>Building Partnerships</b>                   | Ability to build and use collaborative relationships to facilitate the accomplishment of program goals; ability to seek and identify opportunities to build strategic relationships between State Library, local governments, stakeholders, the Legislature, state agencies, or other organizations.  |
| <b>Human Resources Management</b>              | Ability to recruit, select, develop, counsel, discipline, and evaluate performance of employees to retain a diverse workforce; ability to administer and ensure compliance with human resources policies and procedures.  |
| <b>Communication Skills</b>                    | Ability to present 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 they understand the information and the message; ability to listen and respond appropriately to others. |
| <b>Change Management</b>                       | 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.  |
| <b>Budget Management</b>                       | Ability to plan and monitor the use of expenditures to meet organizational objective and compliance; ability to prepare budget documents and reports.   |
| <b>Grants Management</b>                       | Knowledge of appropriate policies and procedures for financial monitoring and compliance of federal grants and state aid programs pertaining to Library programs and services.  |

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**

Professional knowledge and skill in Library and Information Science, Library Science, and/or Information Resources and Library Science and the ability to keep current with developments and trends in area(s) of expertise.

| Contributing   | Journey  | Advanced   |
|--|--|--|
| <p>Full knowledge and understanding of the practices, policies, and trends of Library Science and Information Resources.</p> <p>Full knowledge of the policies, practices, trends, and issues associated with providing electronic access to library data, collections, and information.</p> <p>Full knowledge of federal grants and state aid programs pertaining to Library programs and services.</p> <p>Full knowledge of digital preservation issues, trends, and current technologies.</p> | <p>Comprehensive knowledge and understanding of the practices, policies, and trends of Library Science and Information Resources.</p> <p>Comprehensive knowledge of the practices, trends, and issues associated with providing electronic access to library data, collections, and information.</p> <p>Comprehensive knowledge of federal grants and state aid programs pertaining to Library programs and services.</p> <p>Comprehensive knowledge of digital preservation issues, trends, and current technologies.</p> | <p>Highest level of knowledge and understanding of the practices, policies, and trends of Library Science and Information Resources.</p> <p>Highest level of skill and in-depth knowledge of applying the practices, trends, and issues associated with providing electronic access to Library data, collections, and information.</p> <p>Extensive knowledge and understanding of federal grants and state aid programs pertaining to Library programs and services.</p> <p>Extensive knowledge of digital preservation issues, trends, and current technologies; and demonstrated skill in managing digital preservation programs.</p> |

**Organizational Awareness and Commitment**

Understanding of and commitment to the State Library’s mission, how specific branches function and relate to other branches, and the resources available to provide library services to the State, the citizens of North Carolina, and the general public.

| Contributing  | Journey   | Advanced   |
|---|---|--|
| <p>Full understanding of the role of the Library and services it provides to library users and the State of North Carolina.</p> <p>Full understanding of resources within each branch of the Library.</p> <p>Full understanding of State Library policies and procedures.</p> | <p>Broad understanding of the role of the Library and services it provides to library users and the State of North Carolina.</p> <p>Broad understanding of resources within each branch of the Library.</p> <p>Broad understanding of agency policies and procedures and State Library policies and procedures.</p> | <p>Highest level of understanding of the role of the Library and services it provides to library users and the State of North Carolina.</p> <p>Highest level of understanding of resources within each branch of the Library and how each branch relates to each other.</p> <p>Highest level of understanding of agency and State Library policies and procedures.</p> |

**Strategic Planning**

Ability to build long-range plans to fulfill legislative or mission driven organizational goals; ability to identify organizational structures and systems needed to support identified goals.

| 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 Library.</p> <p>Ability to identify critical objectives, timeframes, and resources to support the overall mission of the Library.</p> <p>Ability to initiate changes within scope of 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 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 strategic plan.</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 between State Library, local governments, stakeholders, the Legislature, state agencies, or other organizations.

| Contributing   | Journey  | Advanced   |
|--|--|--|
| <p>Ability to build collaborative relationships to meet department goals.</p> <p>Full knowledge and understanding of the role the State Library plays in assisting and advising county, municipal, and regional public libraries across the State.</p> <p>Ability to actively assist and advise others in matters pertaining to library management.</p> <p>Ability to look for ways to develop new partnerships and support existing partnerships.</p> | <p>Ability to build collaborative relationships to meet department goals throughout state and local government.</p> <p>Broad knowledge and understanding of the role the State Library plays in assisting and advising county, municipal, and regional public libraries across the State.</p> <p>Ability to lead effort in providing assistance and advice to others in matters pertaining to library 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>Highest level of knowledge and understanding of the role the State Library plays in assisting and advising county, municipal, and regional public libraries across the State.</p> <p>Ability to coach others in providing assistance and advice to others; 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, counsel, discipline, and evaluate performance of employees to retain a diverse workforce; ability to administer and ensure compliance with human resources policies and procedures.

| 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. Ability to demonstrate and apply expertise in mentoring and coaching.</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 actively 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 actively 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 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> |

**Communication Skills**

Ability to present 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 they understand the information and the message; ability to listen and respond appropriately to others.

| Contributing  | Journey   | Advanced  |
|---|---|---|
| <p>Ability to communicate with individual work units or entire organization on library services 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. Ability to respond to requests for program and procedural information.</p> <p>Ability to prepare, organize (and may require ability to review) written reports according to documentation standards and requirements; ability to 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 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 articulate written conclusions.</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>Full knowledge of and skill in developing innovative, customer-oriented library services.</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>Comprehensive knowledge of and skill in developing innovative, customer-oriented library services.</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 and coaches staff to develop solutions.</p> | <p>Highest level of skill and knowledge in developing innovative, customer-oriented library services.</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 challenge staff to identify new or alternative ways to improve customer services and work processes when implementing change.</p> |

**Budget Management**

Ability to plan and monitor the use of expenditures to meet organizational objective and compliance; ability to prepare budget documents and reports.

| Contributing   | Journey  | Advanced   |
|--|--|--|
| <p>Ability to monitor expenditures and identifies potential budget issues; ability to recommend needed expenditures and revisions to the budget.</p> | <p>Ability to research, recommend, and approve major expenditures; ability to prepare budget and manages budget.</p> | <p>Ability to prepare and manage significant portion of agency budget.</p> |

**Grants Management**

Knowledge of appropriate policies and procedures for financial monitoring and compliance of federal grants and state aid programs pertaining to Library programs and services.

| Contributing   | Journey   | Advanced  |
|--|---|---|
| <p>Full knowledge of the Federal Library Services Technology Act (LSTA) Grant Program.</p> <p>Ability to research funding opportunities; ability to develop and write grant proposals.</p> | <p>Broad knowledge of the Federal Library Services Technology Act (LSTA) Grant Program and experience in administering LSTA grant program; trains and coaches others.</p> <p>Ability to research funding opportunities; ability to review grants written by others; ability to coach others in writing grants; ability to promote and represent the State Library to granting agencies and organizations.</p> | <p>Extensive knowledge of the Federal Library Services Technology Act (LSTA) Grant Program and demonstrated skill in administering LSTA grant program.</p> <p>Ability to serve as expert resources for others in developing and writing grant proposals; ability to extensively promote and represent the State Library; ability to negotiate details of grant.</p> |

**V. MINIMUM TRAINING & EXPERIENCE**

Master’s degree in library and information science or a related discipline and four years of professional librarian experience, of which three years are in a supervisory, consultative, or administrative capacity. Degree must be received from appropriately accredited (ALA) institutions or regionally accredited programs in North Carolina.

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.