

## I. DESCRIPTION OF WORK

Positions in this banded class supervise a branch or unit of a library such as information services, collections, acquisitions, metadata and cataloging, and digital information management; and/or direct, organize and evaluate branch programs and operations to ensure effective performance, results, and quality control. Positions direct a staff of professional librarians and library technical assistants in cataloging; distribution of information; collection management, including assessment, maintenance, and preservation of multi-format collections; resources sharing; acquisitions; and providing reference/research assistance and other customer services to library users. Positions plan, organize, direct, and evaluate library services to meets the needs of users, ensure efficient operations, and develop and implement digital library services. Positions in this banded class develop and coordinate work with other libraries and entities; evaluate workflow and revise as needed; monitor and report on unit activity; develop and apply standards, guidelines and procedures; and prepare and monitor budgets. Work may include designing and delivering training programs.

## II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
Positions at this level have supervisory responsibility for day-to-day operations of a branch or unit within the library. Supervisory responsibilities include planning, organizing and directing the work, reviewing the work of others, training, coaching and counseling staff. Financial responsibilities include assisting in budget preparation and making expenditure recommendations. Work may include training others in area of assignment.	Positions at this level have supervisory responsibility for day-to-day operations of a branch or unit within the library. Positions at this level also have responsibility for program/service evaluation and contracting with vendors and service providers. Additional personnel responsibilities include planning, coordinating, and evaluating the activities of the branch/unit personnel. Work includes training others in area of assignment.	Positions at this level have supervisory responsibility for day-to-day operations of a branch or unit within the library. Positions at this level demonstrate an advanced level of knowledge and/or skills in one or more areas of specialty. Positions are involved in strategic planning efforts and contribute to system-wide program development.

**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>Planning and Organizing</b>	Ability to develop plans to accomplish work operations and objectives. Ability to arrange and assign work to use resources efficiently. Ability to develop strategic plans, organizational structures, and systems to fulfill legislative or mission-driven organizational goals.
<b>Customer Service</b>	Ability to plan, organize, and direct the work of professional librarians in order to address and meet customer needs.
<b>Building Partnerships</b>	Ability to identify and build collaborative relationships to facilitate the accomplishment of program goals.
<b>Human Resources Management</b>	Ability to establish work rules and acceptable levels of quality and quantity of work; ability to review work and measure performance of others. 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. Ability to identify skills and abilities to fulfill current or future job or role responsibilities more effectively. Ability to plan and support the development of others.
<b>Interpersonal and Communication Skills</b>	Ability to develop and maintain effective relationships with library staff, library managers and library partners in order to achieve the goals of the work unit and library through effective communication and teamwork. 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.

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.

<b>Contributing</b>	<b>Journey</b>	<b>Advanced</b>
<p>Basic knowledge and understanding of the practices, policies, standards and trends of Library Science and Information Resources.</p> <p>Full knowledge of and skills related to the use of current library systems, technologies and tools used in the library and information science profession.</p> <p>Basic knowledge of developing and maintaining a library collection.</p> <p>Full knowledge of the policies, practices, trends, and issues associated with providing electronic access to library data, collections, and information.</p> <p>May require basic knowledge of and skills in digital preservation issues, trends, and current technologies.</p>	<p>Full knowledge and understanding of the practices, policies, standards, and trends of Library Science and Information Resources.</p> <p>Thorough knowledge of and skills related to the use of current library systems, technologies and tools used in the library and information science profession.</p> <p>Full knowledge of library collection development and management.</p> <p>Thorough knowledge of the policies, practices, trends, and issues associated with providing electronic access to library data, collections, and information.</p> <p>May require full knowledge of and skills in digital preservation issues, trends, and current technologies.</p>	<p>Thorough knowledge and understanding of the practices, policies, standards, and trends of Library Science and Information Resources.</p> <p>Advanced knowledge of and skills related to the use of current library systems, technologies and tools used in the library and information science profession.</p> <p>Thorough knowledge of library collection development and management; and demonstrated skill in developing a focused library collection.</p> <p>Advanced and/or specialized knowledge of the policies, practices, trends, and issues associated with providing electronic access to library data, collections, and information.</p> <p>May require thorough knowledge of and skills in digital preservation issues, trends, and current technologies.</p>

**Planning and Organizing**

Ability to develop plans to accomplish work operations and objectives. Ability to arrange and assign work to use resources efficiently. Ability to develop strategic plans, organizational structures, and systems to fulfill legislative or mission-driven organizational goals.

Contributing	Journey	Advanced
<p>Ability to plan, implement, and manage the delivery and improvement of services, staffing and resources. Actively provide oversight to unit.</p> <p>Ability to design and manage projects including project timelines, resources, and work assignments; ability to coordinate implementation efforts.</p> <p>Ability to research and identify funding opportunities; ability to assist in writing grants applications; may require ability to manage grants.</p> <p>Ability to maintain relationships with vendors and service providers; ability to assist in negotiating and monitoring contracts.</p>	<p>Ability to plan, manage, 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 plan and manage multi-faceted and specialized projects; ability to consult with and determine client/customer needs and project parameters.</p> <p>Ability to coordinate others in the research and writing of grants; ability to manage grants.</p> <p>Ability to negotiate contracts with vendors and service providers; ability to identify issues and problems with services/products.</p>	<p>Ability to direct higher-level planning, organizing and staffing for complex unit(s). May require ability to coordinate work through subordinates. Ability to contribute to strategic planning.</p> <p>Ability to manage complex projects; ability to train and mentor others in project management skills.</p> <p>Ability to serve as an expert resource in securing grants; ability to mentor and train others in grant management skills, processes, and techniques.</p> <p>Ability to develop overall contract and service requirements and plans; ability to train others in vendor negotiations and contract management; ability to oversee others in monitoring contracts.</p>

**Customer Service**

Ability to plan, organize, and direct the work of professional librarians in order to address and meet customer needs.

Contributing	Journey	Advanced
<p>Ability to direct the work of professional librarians and support staff to meet customer needs; ability to train and monitor employees in providing quality customer service.</p> <p>Ability to listen to library staff, users, partners, and customers to solicit ideas to improve service; ability to identify service improvements; ability to assist in planning and implementing improvements.</p>	<p>Ability to research and propose new approaches to meet customer needs; ability to assist in design of new customer services.</p> <p>Ability to plan and implement customer service improvements based on feedback received from library staff, users, partners, and customers.</p>	<p>Ability to design and implement new customer service programs.</p> <p>Ability to plan long-term, strategic customer service improvements; ability to assist management in securing funding as needed.</p>

**Building Partnerships**

Ability to identify and build collaborative relationships to facilitate the accomplishment of program goals.

Contributing	Journey	Advanced
<p>Ability to demonstrate basic understanding of the importance of building collaborative relationships to meet the unit's goals.</p> <p>Ability to work effectively with internal and external organizations.</p>	<p>Ability to identify and develop contacts and relationships with interested parties in achieving work goals.</p> <p>Ability to train and mentor others in working with internal and external organizations; ability to seek out new partnership opportunities.</p>	<p>Ability to develop and maintain professional working relationships in complex and/or difficult situations to achieve work goals.</p> <p>Ability to serve as expert resource in working with internal and external organizations; ability to plan and develop long-term, strategic partnerships.</p>

**Human Resources Management**

Ability to establish work rules and acceptable levels of quality and quantity of work; ability to review work and measure performance of others. 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. Ability to identify skills and abilities to fulfill current or future job or role responsibilities more effectively. Ability to plan and support the development of others.

Contributing	Journey	Advanced
<p>Ability to manage and direct the work of professional librarians and support staff; ability to make work assignments.</p> <p>Ability to establish employee work expectations; ability to develop and implement work plans; ability to review performance based on the work plan; ability to prepare performance reviews.</p> <p>Ability to assist in the recruitment and selection process.</p> <p>Ability to assess employee skills; ability to identify and recommend career development opportunities with employees.</p>	<p>Ability to review staff allocation levels to ensure appropriate staffing to meet unit's goals; ability to identify knowledge and skills needed in work unit.</p> <p>Ability to conduct performance reviews; participate in the disciplinary and grievance processes, as needed.</p> <p>Ability to recruit and select employees; ability to ensure the recruitment, development, and retention of a diverse workforce.</p> <p>Ability to coach employees and facilitate the enhancement of employee skills as appropriate to the needs of work unit; ability to ensure employees have access to tools and information for career development opportunities.</p>	<p>Ability to determine work unit design; ability to participate in the strategic planning process with regard to workforce development issues and trends.</p> <p>Ability to ensure compliance with performance management policies and procedures; ability to recommend resolution of disciplinary and grievance issues, as needed.</p> <p>Ability to plan and implement recruiting strategies; ability to actively promote recruitment, development, and retention of a diverse workforce.</p> <p>Ability to actively seek resources and opportunities for employee training and growth; ability to plan and coordinate career development activities.</p>

**Interpersonal and Communication Skills**

Ability to develop and maintain effective relationships with library staff, library managers and library partners in order to achieve the goals of the work unit and library through effective communication and teamwork. 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 maintain effective working relationships with unit staff and library staff; ability to demonstrate and encourage teamwork.</p> <p>Ability to communicate basic information to employees, external customers, and the public; ability to express ideas and presents facts in a clear, concise and organized manner; ability to disseminate information on changes in policies, procedures, and protocols.</p> <p>Ability to plan for and deliver on-the-job training.</p> <p>Ability to prepare and organize written reports according to standards and requirements; ability to guide staff in providing appropriate documentation.</p> <p>Ability to network within the profession to maintain current knowledge of new programs and trends in the field; ability to participate in professional organizations.</p>	<p>Ability to mentor and coach others on building effective working relationships; ability to assist in resolving issues related to team development and working relationships.</p> <p>Ability to communicate moderately complex information to employees, external customers, and the public.</p> <p>Ability to determine training needs and provides training to specific employees; may require ability to develop training programs.</p> <p>Ability to prepare written reports of moderate complexity; ability to review and approve written reports prepared by others.</p> <p>Ability to disseminates information about programs and services within the profession; may require ability to write professional articles and present at statewide and national conferences.</p>	<p>Ability to resolve issues related to team development and working relationships; ability to train others.</p> <p>Ability to communicate information about major and/or complex situations to internal and external audiences; ability to serve as a technical resource in developing responses to external audiences.</p> <p>Ability to develop and deliver training programs.</p> <p>Ability to prepare more complex reports; ability to prepare summaries, written and oral, of current issues and trends in the profession.</p>

**V. MINIMUM TRAINING & EXPERIENCE**

Master’s degree in library and information science or a related discipline and three years of professional librarian experience related to the area of assignment. 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.