

Federal Librarian Competencies

Table of Contents

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

Foreword

The Federal Library and Information Center Committee (FLICC) developed the *Federal Librarian Competencies* to define the knowledge, skills, and abilities (KSA) needed to perform successfully as a federal librarian. Librarians can use the competencies to identify their proficiency in seven broad areas. Managers can use the competencies to develop job descriptions, recruit and train employees, create performance standards, develop succession plans, and align with agency's mission and strategic goals.

Acknowledgments

The *Federal Librarian Competencies* was developed by the FLICC Human Resources Working Group at the urging of the U.S. Office of Personnel Management (OPM). The Competencies Project Development Team met monthly for a year to develop this document.

The Competencies Project Development Team specifically acknowledges the work of ARMA International and the United States Army upon which this document has been built. The Team expresses gratitude to the Medical Library Association, SLA, the American Association of Law Libraries, the National Library of Medicine, and the Library Services Service Unit of the Library of Congress, the United States Navy, and OPM whose previous works on competency development were heavily relied upon in the creation of this document.

FLICC gratefully acknowledges the work of the following individuals who developed the *Federal Librarian Competencies*.

Competencies Project Development Team Members

Barbara Christine, Chief, Library Program
US Army, Family and Morale, Welfare and Recreation Command

Karl E. Debus-Lopez, Head, Acquisitions and Collection Development
Branch and Chief Collection Development Office
National Agricultural Library, USDA

Georgette Harris, Network Program Specialist
FEDLINK, Library of Congress

M. Ann Parham, Librarian of the Army
Headquarters, Department of the Army

Jane A. Pellegrino, Head, Library Service Department
Naval Medical Center Portsmouth

Carol E. Ramkey, Director, Library of the Marine Corps
Marine Corps University

Donna Ramsey, Library Leader
U.S. Army Van Noy Library, Fort Belvoir

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

Roberta I. Shaffer, Executive Director
FLICC, Library of Congress

Introduction

Purpose and Scope

Federal Librarian Competencies are a component of an overall and ongoing commitment by FLICC to maintain current professional competencies for the federal library community. It is envisioned that these competencies will eventually include a self-assessment tool. The competencies are dynamic and will be continually evaluated for relevancy. The expectation is that the competencies will be helpful to others beyond the federal librarian community including human resource professionals, IT peers and partners, executive level management, policy-makers, product developers and the vendor community, educational institutions, and certifying entities, as well as other information professionals.

What Are Competencies?

Competencies are defined as the knowledge, skills, and abilities that define and contribute to performance in a particular profession. They are described so that they can be observed, measured, and rated. When a series of competencies is organized together a framework is created that differentiates among basic, advanced and experts. Competencies create a common bond of understanding and a common language for defining professional standards. They also may be used to design and develop training and educational programs, position descriptions, and performance evaluation instruments and for alignment for strategic objectives.

There are some competencies that are shared by all members of the profession regardless of their domain orientation or level. These competencies are called “Shared Competencies,” and are listed and defined as the first Domain of this document.

Why Evaluate One’s Competencies?

At an organizational level, competencies can provide benefits to the library in the areas of:

- strategic planning and budget execution;
- recruiting and hiring;
- performance feedback and management;
- training and development;
- career development;
- succession management; and
- alignment with agency’s mission and strategic goals.

From an individual’s perspective, understanding and using competencies can help to:

- identify gaps between present knowledge and skill sets and those required for excellent performance;
- set goals for advancement;
- effectively discuss performance, career aspirations, and development needs with management; and
- create a professional development plan.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

Organization of the Federal Librarian Competencies

The *Federal Librarian Competencies* are organized by functional domain and competency level:

- **Domains:** Groups of competencies in a particular functional area are the major responsibilities or duties that define the profession. The Federal Librarian Competencies are comprised of a group of shared competencies and seven functional domains, which are further divided into sub-domains.

Within each sub-domain are competency statements expressed as KSAs required to perform in that area. The KSAs cover the full range of each domain and do not describe a specific job or position, but may be used to define job requirements. In this document KSAs are non-hierarchical and non-weighted. They may be selected across domains and levels to meet organizational or individual needs.

The domains and sub-domains are:

Shared Competencies

Organization Knowledge

Agency Context and Culture
Federal Laws and Regulations
Agency Regulations, Policies and Guidelines

Library Leadership and Advocacy

Administration and Management
Personnel Management and Supervision
Public Relations
Professional Development
Outreach
Best Practices and Norms
Evaluation, Measurement and Assessment

Reference and Research

Knowledge Capture and Transfer
Problem Analysis and Resolution
Research Tools and Services
Customer Education and Training

Collection Management

Collection Development
Acquisitions and Resource Sharing

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

Digital Rights Management and Copyright
Resource Protection and Preservation
Collection Access and Control

Content Organization and Structure

Ontologies and Taxonomies
Cataloging, Classification and Metadata
Indexing and Abstracting
Library Standards and Protocols

Technology and Content Management

Technology
Protocols and Standards
Library and Content Management Systems
Information Assurance and Security

Specialized Knowledge, Skills, and Abilities

Subjects unique to specific agency
Specialized subject knowledge
Specialized languages
Other KSAs not covered elsewhere

- **Levels:** The amount of knowledge or experience a person has relevant to a domain, sub-domain or competency statement—regardless of time in the profession.

The *Federal Librarian Competencies* are divided into three levels: Basic, Advanced, and Expert. The levels represent a progression in competencies regardless of years in practice. **The levels do not represent pay grades or pay bands.** The order of the KSA statements in the sub-domains does not indicate significance simply because one is listed before or after another.

An individual need not demonstrate all of the KSAs at one level before progressing to the next level. Each progressive sub-domain level assumes competence in its preceding level.

The *Federal Librarian Competencies* are divided into three competency levels:

Basic: Federal librarians at this level have foundational knowledge, skills and abilities within the sub-domain. For professional growth the librarian focuses on developing and improving knowledge, skills, and abilities in the domain(s).

Advanced: Federal Librarians at this level have significant knowledge, skills, and abilities within the domain(s). At this level, the librarian understands more than the basic techniques and technologies and has demonstrated good judgment in the field. In addition, the librarian may be developing specialized skills. For professional growth the librarian focuses on fine tuning specialized skills, developing management expertise, and contributing to the library profession.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

Expert: Federal librarians at this level have extensive knowledge, skills and abilities within the domain category and are accomplished in the field. The librarian performs at the senior level, making strategic decisions, partnering with organizational executive management, and giving enterprise direction to library program staff and users, or, is an expert in a specific domain. At this level the federal librarian establishes best practices and uses advanced techniques and technology to innovate. For professional growth, the federal librarian at this level focuses on organizational positioning, strategic alignment, leading people, change management, and leadership in the profession.

Shared Competencies

The *Federal Librarian Competencies* were developed with the assumption that the following Shared Competencies are possessed by all federal librarians regardless of domains and levels:

- **Applied Learning** - Uses knowledge acquired through formal training or experience to accomplish one's work.
- **Conflict Management** - Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner.
- **Creative Thinking** - Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.
- **Decision Making** - Makes well-informed and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.
- **External Awareness** - Identifies and understands economic, political, and social trends that affect the organization.
- **Flexibility** - Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.
- **Influencing/Negotiating** - Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.
- **Integrity/Honesty** - Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards.
- **Interpersonal Skills** - Shows respect, concern, and empathy for others.
- **Leadership** - Influences, motivates, and challenges others; adapts leadership styles to a variety of situations.
- **Learning** - Uses efficient learning techniques to acquire and apply new knowledge and skills; uses training, feedback, or other opportunities for self-learning and development.
- **Mathematical Reasoning** - Solves practical problems by choosing appropriately from a variety of mathematical and statistical techniques.
- **Oral Communication** - Expresses information (for example, ideas or facts) to individuals or groups effectively, listens to others, and responds appropriately.
- **Problem Solving** - Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make decisions within scope of authority.
- **Reading** - Understands and interprets written material and applies what is learned to specific situations.
- **Reasoning** - Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.
- **Self-Esteem** - Maintains a positive outlook and displays a professional image.
- **Self-Management** - Sets well-defined and realistic work objectives; displays initiative and demonstrates responsible behavior.
- **Stress Tolerance** - Deals calmly and effectively with high stress situations including tight deadlines, hostile individuals, emergency and dangerous situations.
- **Teamwork** - Works with others to achieve shared goals.
- **Technology Application** - Uses machines, tools, or equipment effectively.
- **Thoroughness/Accuracy** - Is thorough and accurate when performing work.
- **Writing** - Uses proper English grammar, punctuation, and spelling. Writes in a succinct and organized manner that is appropriate for the intended audience or purpose.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
ORGANIZATION KNOWLEDGE	Agency Context and Culture <ul style="list-style-type: none"> • Knows agency structure and organization. • Understands elements, relationships; mission and functions of the whole organization. • Demonstrates knowledge of professional [external] environment(s) and culture(s) of the agency. • Demonstrates knowledge of and ability to locate government documents and federal information at the agency and government-wide levels. • Demonstrates knowledge of the agency's policy as it relates to customer access and privacy. 	Agency Context and Culture <ul style="list-style-type: none"> • Applies knowledge of agency structure and organization to align library programs and services with agency's missions and goals. • Understands elements, relationships; mission and functions of the whole organization. • Knows and has ability to respond to key stakeholders. • Demonstrates ability to use knowledge of the organization to anticipate information and resource needs. • Understands the professional [external] environment(s) and culture(s) that impact the agency and applies it. • Demonstrates advanced to expert knowledge of and ability to locate government documents and federal information at the agency and government-wide levels. 	Agency Context and Culture <ul style="list-style-type: none"> • Applies knowledge of agency structure and organization to align library programs and services with agency's missions and goals. • Demonstrates ability to use knowledge of the organization to forecast future information and resource needs. • Knows and has ability to influence and respond to key internal and external stakeholders. • Understands the professional [external] environment(s) and culture(s) that impact the agency and incorporates them into the library policies and operations.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
ORGANIZATION KNOWLEDGE (cont.)	Federal Laws and Regulations <ul style="list-style-type: none"> • Knows federal laws, regulations, directives, standards and policies applicable to the library. • Demonstrates basic knowledge of federal and agency acquisition laws, regulations and policies. • Demonstrates ability to apply Information Management/Information Technology policies, procedures, and regulations as detailed in Federal law, agency and specific component. 	Federal Laws and Regulations <ul style="list-style-type: none"> • Demonstrates the knowledge and ability to interpret and ensure compliance with federal laws, regulations, directives, standards and policies applicable to the library. • Demonstrates knowledge of and ability to apply Federal/agency contracting laws and regulations. • Demonstrates ability to interpret and apply federal and agency acquisition laws, regulations and policies. • Demonstrates knowledge of and ability to perform COR/COTR responsibilities and duties. • Demonstrates ability to apply Information Management/Information Technology policies, procedures, and regulations as detailed in Federal law, agency and specific component. 	Federal Laws and Regulations <ul style="list-style-type: none"> • Demonstrates expert knowledge and ability to interpret and ensure compliance with federal laws, regulations, directives, standards and policies applicable to the library. • Demonstrates expert ability to advise on copyright and intellectual property issues relating to library services and materials. • Demonstrates ability to develop and write responses to congressional, agency, Freedom of Information Act (FOIA) and other investigative inquiries. • Demonstrates advanced knowledge of and ability to apply Federal/agency contracting laws and regulations. • Demonstrates ability to understand, interpret and align the library policies with Information Management/Information Technology policies, procedures, and regulations as detailed in Federal law, agency and specific component. • Demonstrates ability to interpret, explain and apply federal and agency acquisition laws, regulations and policies. • Demonstrates knowledge of and ability to perform COR/COTR responsibilities and duties.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
ORGANIZATION KNOWLEDGE (cont.)	Agency Regulations, Policies and Guidelines <ul style="list-style-type: none"> • Knows agency regulations, directives, standards and policies applicable to the library. • Demonstrates basic knowledge of agency and Federal library initiatives and programs. • Demonstrates knowledge of and ability to comply with Federal and agency property accountability and library best practices as they relate to disposition of library property. • Demonstrates understanding of security classifications and access policies relating to government information. • Demonstrates basic knowledge of federal and agency records management policies. 	Agency Regulations, Policies and Guidelines <ul style="list-style-type: none"> • Demonstrates the knowledge and ability to interpret and ensure compliance with agency regulations, directives, standards and policies applicable to the library. • Demonstrates understanding of and ability to comply with Federal or agency property accountability and library best practices as they relate to disposition of library property. • Demonstrates understanding of security classifications and access policies relating to government information. • Demonstrates ability to interpret and explain agency's policy as it relates to customer access and privacy. • Demonstrates the ability to apply federal and agency records management policies. 	Agency Regulations, Policies and Guidelines <ul style="list-style-type: none"> • Demonstrates expert knowledge and ability to interpret and ensure compliance with agency regulations, directives, standards and policies applicable to the library. • Demonstrates expert ability to advise on copyright and intellectual property issues relating to library services and materials as appropriate within the agency. • Demonstrates expert understanding of and ability to create policies and procedures in compliance with Federal and agency property accountability and library best practices as they relate to disposition of library property. • Demonstrates ability to ensure compliance with security classifications and access policies relating to government information. • Demonstrates expert ability to interpret and explain agency's policy as it relates to customer access and privacy. • Demonstrates ability to interpret and explain federal and agency records management policies.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
LIBRARY LEADERSHIP and ADVOCACY	<p>Administration and Management</p> <ul style="list-style-type: none"> • Demonstrates basic understanding of library financial management. • Demonstrates ability to monitor physical plant. 	<p>Administration and Management</p> <ul style="list-style-type: none"> • Demonstrates ability to develop and execute library policies and procedures aligned with library and organization mission, goals and objectives. • Demonstrates ability and skills in library finance and budgeting, cost analysis, and resource allocation. • Demonstrates ability and skills in facilities planning and management and space allocation. 	<p>Administration and Management</p> <ul style="list-style-type: none"> • Demonstrates expert knowledge of and ability to apply general management theories and practices. • Demonstrates ability to plan strategically and position the library within the organization's strategic plan including a library Strengths, Challenges, Opportunities and Threats (SCOT) and a competitive analysis. • Demonstrates ability to develop, implement and evaluate managerial, strategic, operational and long-range plans for the library. • Demonstrates ability to assure compliance with agency/organization security requirements. • Demonstrates ability to track, anticipate, and evaluate changes in funding sources, policy, regulation and legislation that impact the library and advocate for professionally responsible results. • Demonstrates ability to design a library Continuity of Operations Plan (COOP) aligned with the parent organization's COOP. • Demonstrates expert knowledge and ability to develop and execute library policies and procedures aligned with organization mission, goals and objectives. • Demonstrates expert ability and skills in managing, coordinating and evaluating multiple simultaneous library projects and programs. • Demonstrates expert ability and skills in library finance and budgeting, cost analysis, and resource allocation. • Demonstrates advanced ability and skills in facilities planning and management and space allocation. • Demonstrates expert ability and skill in developing, presenting, and defending specialized reports, briefings or proposals on library programs and issues.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
LIBRARY LEADERSHIP and ADVOCACY (cont.)	Administration and Management	Administration and Management	Administration and Management <ul style="list-style-type: none"> • Demonstrates expert ability and skills to oversee, coordinate, evaluate and modify library programs. • Demonstrates the ability to develop and articulate a vision for the library, foster an environment of learning and facilitate positive change. • Demonstrations ability to develop and implement a strategic marketing plan.
LIBRARY LEADERSHIP and ADVOCACY (cont.)	Personal Management and Supervision <ul style="list-style-type: none"> • Demonstrates ability to participate in teams to accomplish library goals and objectives. 	Personnel Management and Supervision <ul style="list-style-type: none"> • Demonstrates advanced to expert knowledge of and skill to manage human resources, labor relations, and recruitment and retention of a diverse workforce. • Demonstrates ability to develop personnel performance measures, and administer, evaluate and interpret their efficacy. 	Personnel Management and Supervision <ul style="list-style-type: none"> • Demonstrates expert knowledge and skill in managing library human resources. • Demonstrates expert knowledge and skill in workforce planning and succession planning through staff development, recruiting and retention, mentoring and coaching. • Demonstrates expert ability to develop personnel performance measures, and administer, evaluate and interpret their efficacy.
LIBRARY LEADERSHIP and ADVOCACY (cont.)	Public Relations <ul style="list-style-type: none"> • Demonstrates the ability to implement and communicate the library's vision in daily practices. • Knows customer attributes and demographics. • Knows how to design and develop promotional materials. • Demonstrates ability to market information services and products formally and informally. • Demonstrates ability to communicate critical value to the immediate customer. 	Public Relations <ul style="list-style-type: none"> • Knows current customer attributes and demographics and anticipates changes. • Demonstrates ability to develop and implement a marketing plan to evaluate library services and resources. • Demonstrates ability to communicate critical value of the library program to stakeholders. • Demonstrates ability to market information services and products formally and informally. 	Public Relations <ul style="list-style-type: none"> • Demonstrates expert ability to apply the principles and practices of customer relations management. • Demonstrates expert ability to apply external marketing research. • Demonstrates expert ability to communicate return on investment of library program(s) to key stakeholders. • Demonstrates ability to market information services and products formally and informally.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
LIBRARY LEADERSHIP and ADVOCACY (cont.)	<p>Professional Development</p> <ul style="list-style-type: none"> • Demonstrates membership in library and related professional associations. 	<p>Professional Development</p> <ul style="list-style-type: none"> • Demonstrates knowledge, skill and ability in staff development and mentoring. • Demonstrates advanced knowledge of and lead participation in Federal library initiatives and programs. • Demonstrates the ability to participate in the work of library and related professional associations. • Demonstrates ability to monitor and implement staff training programs to meet certification and training requirements. • Demonstrates ability to develop and evaluate staff training for research/reference, access and organization of information. 	<p>Professional Development</p> <ul style="list-style-type: none"> • Demonstrates the ability to assume leadership in the work of library and professional associations.
LIBRARY LEADERSHIP and ADVOCACY (cont.)	<p>Outreach</p> <ul style="list-style-type: none"> • Demonstrates ability to execute library activities, events and programs. • Demonstrates ability to develop collaborative relationships with colleagues and customers. 	<p>Outreach</p> <ul style="list-style-type: none"> • Demonstrates ability and skill in developing and presenting specialized reports/briefings on library programs and issues. • Demonstrates ability to initiate, develop and maintain alliances and collaborative relationships within and outside the agency/organization. • Demonstrates ability to align library programs and services with strategic directions of parent organization. • Demonstrates ability and skills in planning, developing, and executing library programs. • Demonstrates the ability to interpret and incorporate the library's vision into the library's services. 	<p>Outreach</p> <ul style="list-style-type: none"> • Demonstrates ability to align library mission, goals and objectives with the organization. • Demonstrates expert ability to support, advocate, and negotiate alliances and collaborative relationships within the organization and external entities.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
LIBRARY LEADERSHIP and ADVOCACY (cont.)	<p>Best Practices and Norms</p> <ul style="list-style-type: none"> • Demonstrates knowledge of and ability to apply the theories and principles of library science and information management. • Demonstrates knowledge and skills in applying the principles and practices of library customer service. • Demonstrates ability to understand and follow library and organization policies and procedures. 	<p>Best Practices and Norms</p> <ul style="list-style-type: none"> • Demonstrates advanced knowledge of and skill in applying the theories and principles of library science and information management. • Demonstrates advanced to expert knowledge and skills in applying the principles and practices of library customer service. • Knows sophisticated marketing techniques and design theories. 	<p>Best Practices and Norms</p> <ul style="list-style-type: none"> • Demonstrates expert knowledge of and ability to apply the theories and principles of library science and information management. • Demonstrates ability to serve as the recognized authority on library and information science principles and best practices within the parent organization. • Demonstrates expert knowledge and skill in leading Federal library initiatives and programs. • Understands sophisticated marketing techniques and design theories.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
LIBRARY LEADERSHIP and ADVOCACY (cont.)	<p>Evaluation, Measurement and Assessment</p> <ul style="list-style-type: none"> • Demonstrates ability to provide input to specialized reports/briefings as subject matter expert. • Demonstrates ability to participate in the measurement and evaluation of the quality of library services, programs, and systems. • Knows how to use basic needs assessments tools and apply standard methodologies. • Demonstrates ability to perform preliminary feedback evaluations. • Demonstrates ability to evaluate marketing activities and outcomes. 	<p>Evaluation, Measurement and Assessment</p> <ul style="list-style-type: none"> • Demonstrates ability and skills in project and program management and evaluation. • Demonstrates ability to contribute to the development of the parent organization’s strategic goals and objectives. • Demonstrates knowledge of standard library performance measures and ability to collect, interpret and apply them. • Demonstrates advanced ability to collect and analyze operational statistics and data on library services and recommend corrective action to achieve desired outcomes. • Knows how to conduct complex needs assessments and apply appropriate methodologies. • Demonstrates ability to apply external marketing research to local needs. • Demonstrates ability to apply trend analysis, draw conclusions, and take appropriate actions. • Demonstrates ability to evaluate marketing activities and outcomes, adjust programs. 	<p>Evaluation, Measurement and Assessment</p> <ul style="list-style-type: none"> • Demonstrates expert ability to collect and analyze operational statistics and data on library services and implement corrective action to achieve desired outcomes. • Demonstrates expert knowledge of standard library performance measures, and the ability to administer, evaluate and interpret their efficacy. • Demonstrates ability to evaluate complex data and document findings. • Knows current customer attributes and demographics and anticipates changes. • Demonstrates expert knowledge of complex needs assessment tools and methodologies. • Demonstrates expert ability to apply trend analysis, draw conclusions, and take appropriate actions. • Demonstrates expert ability to evaluate marketing activities, outcomes, and adjust programs accordingly.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
REFERENCE and RESEARCH	<p>Knowledge Capture and Transfer</p> <ul style="list-style-type: none"> • Demonstrates knowledge of discipline(s) served by the library. • Demonstrates ability to provide complete and appropriate source citation formats. • Demonstrates basic knowledge of version control, editions and mark-ups. • Demonstrates ability to aggregate content from a variety of sources. • Demonstrates the ability to understand the issues surrounding authority, veracity and utility of data and data collection methodologies. • Demonstrates basic knowledge of database structure and development. • Demonstrates basic knowledge of and the ability to apply data mining techniques. 	<p>Knowledge Capture and Transfer</p> <ul style="list-style-type: none"> • Demonstrates ability to aggregate complex content from a variety of sources and media. • Demonstrates the ability to evaluate the authority, veracity and utility of highly specialized or non-standard information resources. • Demonstrates the ability to evaluate the authority, veracity and utility of data and data collection methodologies. • Demonstrates knowledge of complex database structure and development. 	<p>Knowledge Capture and Transfer</p> <ul style="list-style-type: none"> • Demonstrates knowledge of discipline(s) served by the library. • Demonstrates expert knowledge of information products and services that support the organization's mission. • Demonstrates knowledge of emerging reference and research practices and ability to integrate them into the agency's strategic initiatives.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
REFERENCE and RESEARCH (cont.)	<p>Problem Analysis and Resolution</p> <ul style="list-style-type: none"> • Demonstrates knowledge of reference and research principles and methodologies. • Demonstrates ability to conduct an effective reference interview in all media and respond using appropriate technologies. • Demonstrates ability to provide accurate and timely answers to reference and research questions. • Demonstrates ability to apply interpersonal skills such as approachability, listening, inquiring, and attentiveness when providing reference services. • Demonstrates ability to use finding and research aids and bibliographic tools. • Demonstrates the ability to understand the issues surrounding authority, veracity and utility of information resources. • Demonstrates knowledge of the processes of various user information seeking behaviors. • Demonstrates ability to formulate and execute effective search inquires and strategies. 	<p>Problem Analysis and Resolution</p> <ul style="list-style-type: none"> • Demonstrates understanding of the attributes of the information resources and the ability to facilitate their use by customers. • Demonstrates expert ability to apply interpersonal skills such as approachability, listening, inquiring, and attentiveness when providing reference service. • Demonstrates ability to apply knowledge of the processes of diverse user information seeking behaviors. • Demonstrates ability to formulate and execute complex search inquires and strategies. • Demonstrates knowledge of and the ability to apply data mining techniques to identify themes and gaps in retrieved information. • Demonstrates ability to apply creative approaches to problem solving. 	<p>Problem Analysis and Resolution</p> <ul style="list-style-type: none"> • Demonstrates ability to analyze information seeking behaviors and applies them to enhance customer services. • Demonstrates mastery of reference and research principles and methodologies. • Demonstrates ability to identify and analyze emerging technologies and information resources for their potential application to the research needs of the organization.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
REFERENCE and RESEARCH (cont.)	<p>Research Tools and Services</p> <ul style="list-style-type: none"> • Demonstrates knowledge of information products and services that support the organization's mission. • Demonstrates ability to identify state of the industry technology and information resources to satisfy customer information needs. • Demonstrates the ability to customize established research products and systems for user access. • Demonstrates ability to selectively disseminate information, create information clusters and mash-ups. • Demonstrates ability to provide reader's advisory, referral, literature searches, and other public services. • Demonstrates ability to identify, evaluate, use and adapt information products and services to satisfy customer information needs. • Demonstrates ability to synthesize relevant information to create customized products for users. • Demonstrates knowledge of emerging reference and research practices. • Demonstrates ability to use library and/or document management systems to perform reference and research. • Demonstrates ability to use national/international databases to perform reference and research. 	<p>Research Tools and Services</p> <ul style="list-style-type: none"> • Demonstrates expert ability to identify, evaluate, use and adapt information products and services to satisfy customer information needs. • Demonstrates ability to analyze and synthesize relevant information to create customized products for users. • Demonstrates ability to develop finding and research aids and bibliographic tools for highly specialized or non-standard collections. • Demonstrates knowledge of emerging reference and research practices. • Demonstrates advanced ability to use library and content management systems to perform complex reference and research. • Demonstrates advanced ability to use national/international databases to perform complex reference and research. 	<p>Research Tools and Services</p> <ul style="list-style-type: none"> • Ability to establish policies and manage reference and research services. • Demonstrates ability to manage and align reference and research services with the library's overall mission and goals. • Demonstrates ability to advocate and incorporate the customer's perspective in reference and research services. • Demonstrates the ability to develop systems specifications for research products and services. • Demonstrates expert ability to coordinate information products and services to satisfy customer information needs. • Demonstrates ability to align the information products and services with agency-wide requirements. • Demonstrates ability to manage the organization's research collection.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
REFERENCE and RESEARCH (cont.)	<p>Customer Education and Training</p> <ul style="list-style-type: none"> • Demonstrates ability to evaluate resources and to teach customers how to evaluate them. • Demonstrates specialized subject knowledge in the field(s) necessary for library instruction. • Demonstrates the ability to provide on demand virtual and in-person tutorials and instructions to customers. • Demonstrates ability to teach customers how to use library and information resource management systems. • Demonstrates ability to teach customers how to search, evaluate and select web-based information. • Demonstrates ability to adapt existing briefings, orientations, and instructional materials to meet specific library customer needs. • Demonstrates ability to use current training and instructional techniques. • Demonstrates ability to locate and recommend new training materials. • Demonstrates ability to assess and apply customer specific learning needs. • Demonstrates ability to adapt and present library educational and/or recreational programs to meet specific customer attributes. • Demonstrates ability to implement information literacy programs. 	<p>Customer Education and Training</p> <ul style="list-style-type: none"> • Demonstrates advanced subject knowledge in the field(s) necessary to provide subject matter training. • Demonstrates ability to develop and implement educational programs using current learning delivery methods. • Demonstrates ability to partner with existing programs to tailor information literacy programs to customer needs. • Demonstrates the ability to provide on demand virtual and in-person tutorials and instructions for complex research needs. • Demonstrates ability to create and present briefings, orientations, and instructional materials to meet specific library customer needs. • Demonstrates ability to evaluate and adapt emerging instructional materials and techniques. • Demonstrates knowledge of learning styles and the ability to apply them in instruction. • Demonstrates ability to create, present and evaluate appropriate library educational and/or recreational programs to meet specific customer attributes. • Demonstrates ability to evaluate resources and develop learning modules and instructional materials. • Demonstrates ability to develop and implement training plans to teach customers how to use library and content management systems. 	<p>Customer Education and Training</p> <ul style="list-style-type: none"> • Demonstrates ability to oversee development and delivery of learning modules and instructional materials. • Demonstrates ability to strategically plan, implement, evaluate and oversee library educational and training programs. • Demonstrates ability to evaluate customer feedback and modify training program as needed. • Demonstrates ability to apply understanding of diverse learning styles to evaluate efficacy of education and training programs. • Demonstrates ability to analyze customer demographics to establish library education and training programs. • Demonstrates expert subject knowledge in the field(s) necessary to provide library education and training in support of agency mission. • Demonstrates ability to investigate and initiate partnerships to develop cooperative education and training programs to meet customer needs.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
COLLECTION MANAGEMENT	<p>Collection Development</p> <ul style="list-style-type: none"> • Demonstrates knowledge of the theory, principles, and accepted standards and practices in collection development. • Demonstrates ability to recommend new resources in all formats that align with customer needs and expectations. • Demonstrates ability to use library and/or document management systems to perform collection assessment and development. • Demonstrates ability to use national/international bibliographic databases to perform collection assessment and development. • Demonstrates ability to use vendor and publisher databases to perform collection assessment and development. • Demonstrates ability to conduct market research and recommend product selection. 	<p>Collection Development</p> <ul style="list-style-type: none"> • Demonstrates ability to apply theories, principles, and accepted standards and practices in collection development. • Demonstrates ability to select new resources in all formats that align with customer needs and expectations. • Demonstrates ability to evaluate the library collection in relation to organizational and customer needs and within budgetary constraints make collection management decisions. • Demonstrates ability to develop, execute and manage collection assessment and development programs. • Demonstrates ability to conduct and evaluate market research for product selection. 	<p>Collection Development</p> <ul style="list-style-type: none"> • Demonstrates ability to manage and align collection development and management with the library's overall mission and goals. • Demonstrates expert ability to interpret and explain theories, principles, and accepted standards and practices in collection development. • Demonstrates expert ability to evaluate the library or library system collections in relation to organization's mission. • Demonstrates expert ability to conduct and evaluate market research for product selection.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
COLLECTION MANAGEMENT (cont.)	<p>Acquisitions and Resource Sharing</p> <ul style="list-style-type: none"> • Demonstrates ability to participate in resource sharing activities through local, regional, national and international library communities. • Demonstrates ability to comply with and implement laws, policies, guidelines and procedures that govern interlibrary loan and document delivery. • Demonstrates ability to use tools and resources to engage in interlibrary loan, document delivery and other acquisition and resource sharing mechanisms. • Demonstrates knowledge of and ability to apply library procurement policies and procedures. • Demonstrates knowledge of publishing industry and resource vendors. • Demonstrates knowledge of best practices and industry standards in acquisitions of library information resources. • Demonstrates ability to use library and/or document management systems to perform library acquisitions. • Demonstrates ability to use national/international bibliographic databases to perform library acquisitions. • Demonstrates ability to use vendor and publisher databases to perform library acquisitions. • Demonstrates knowledge of and ability to apply acquisitions budget and fund allocation policies and processes. 	<p>Acquisitions and Resource Sharing</p> <ul style="list-style-type: none"> • Demonstrates ability to implement and coordinate consortia and other interlibrary cooperative activities. • Demonstrates ability to interpret laws and guidelines to develop local policies and procedures that govern interlibrary cooperative activities. • Demonstrates ability to evaluate options and apply creative problem solving for resource sharing. • Demonstrates ability to develop and implement library acquisitions policies and procedures. • Demonstrates advanced knowledge of publishing industry and resource vendors. • Demonstrates ability to apply best practices and industry standards in acquisitions of library information resources. • Demonstrates ability to evaluate and select appropriate acquisition methods. • Demonstrates ability to work with the organization's finance, procurement, and contracting personnel. • Demonstrates ability to develop, execute and manage library acquisitions programs. 	<p>Acquisitions and Resource Sharing</p> <ul style="list-style-type: none"> • Demonstrates ability to initiate and negotiate consortia and other interlibrary cooperative activities. • Demonstrates ability to collaborate and coordinate with other organization personnel to execute consortia and other interlibrary cooperative activities. • Demonstrates ability to develop standards and guidelines that govern cooperative activities with external entities. • Demonstrates expert ability to develop policies and guidelines aligned with organization's mission for resource sharing. • Demonstrates expert ability to develop and implement library acquisitions policies and procedures in coordination with external entities. • Demonstrates expert knowledge of publishing industry and resource vendors. • Demonstrates expert ability to define and implement best practices and industry standards in acquisitions of library information resources. • Demonstrates expert ability to evaluate and select appropriate acquisition methods. • Demonstrates ability to work collaboratively and closely with organization's finance, procurement and contracting personnel.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
COLLECTION MANAGEMENT (cont.)	Digital Rights Management and Copyright <ul style="list-style-type: none"> • Demonstrates ability to apply digital rights laws, regulations and guidelines applicable to the library's resources and mission. • Demonstrates knowledge of copyright, licensing, and intellectual property laws and guidelines. 	Digital Rights Management and Copyright <ul style="list-style-type: none"> • Demonstrates ability to develop policies and procedures applicable to digital rights laws, regulations and guidelines. • Demonstrates ability to interpret and apply copyright, licensing, and intellectual property laws and guidelines. • Demonstrates ability to understand, evaluate and modify digital rights and licensing agreements. 	Digital Rights Management and Copyright <ul style="list-style-type: none"> • Demonstrates ability to oversee and audit compliance with digital rights laws, regulations and guidelines. • Demonstrates ability to develop policies designed to ensure compliance with digital rights laws, regulations and guidelines. • Demonstrates ability to interpret and apply copyright, licensing, and intellectual property laws and guidelines. • Demonstrates expert ability to understand, evaluate and modify digital rights and licensing agreements.
COLLECTION MANAGEMENT (cont.)	Resource Protection and Structure <ul style="list-style-type: none"> • Demonstrates knowledge of disaster planning and library and organization's plan(s). • Demonstrates knowledge of theory and practices of conservation, preservation, and archiving of library resources. 	Resource Protection and Structure <ul style="list-style-type: none"> • Demonstrates the ability to implement a library disaster plan. • Demonstrates the ability to implement a library continuity of operations plan (COOP). • Demonstrates ability to apply theories and practices of conservation, preservation, and archiving of library resources. 	Resource Protection and Structure <ul style="list-style-type: none"> • Demonstrates expert ability to interpret, explain and apply theories and practices of conservation, preservation, and archiving of library resources. • Demonstrates the ability to develop and implement a library disaster plan aligned with organization's plan(s). • Demonstrates the ability to develop and implement a library continuity of operations plan (COOP) aligned with organization's plan. • Demonstrates expert ability to interpret, explain, and apply archival theory and practices.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
COLLECTION MANAGEMENT (cont.)	<p>Collection Access and Control</p> <ul style="list-style-type: none"> • Demonstrates ability to understand and apply local policies and guidelines for selecting, maintaining, preserving, inventorying and deaccessioning library resources. • Demonstrates ability to oversee the processing of the collection to meet the subject matter requirements and customer needs. • Demonstrates knowledge of external professional standards relating to customer access and privacy. • Demonstrates basic knowledge of archival theory and practices. • Demonstrates knowledge of trends in information formatting, production, packaging and dissemination. 	<p>Collection Access and Control</p> <ul style="list-style-type: none"> • Demonstrates ability to develop local policies and guidelines for selecting, maintaining, preserving, inventorying and deaccessioning library resources. • Demonstrates ability to develop policies and procedures for the processing of the collection. • Demonstrates ability to interpret and explain external professional standards relating to customer access and privacy. • Demonstrates the ability to apply archival theory and practices. • Demonstrates ability to apply knowledge of trends in information formatting, production, packaging and dissemination. 	<p>Collection Access and Control</p> <ul style="list-style-type: none"> • Demonstrates expert ability to develop policies and guidelines aligned with organization’s mission for selecting, maintaining, preserving, inventorying and deaccessioning library resources. • Demonstrates expert ability to interpret and explain external professional standards relating to customer access and privacy. • Demonstrates ability to apply knowledge of trends in information formatting, production, packaging and dissemination for strategic planning.
CONTENT ORGANIZATION and STRUCTURE	<p>Ontologies and Taxonomies</p> <ul style="list-style-type: none"> • Knows and applies the principles of thesauri, taxonomies and ontologies. 	<p>Ontologies and Taxonomies</p> <ul style="list-style-type: none"> • Ability to apply extensive knowledge of established local, national and international standards and protocols for thesauri, taxonomies and ontologies. • Ability to direct and oversee application of thesauri, taxonomies and ontologies. 	<p>Ontologies and Taxonomies</p> <ul style="list-style-type: none"> • Ability to apply expert knowledge of established local, national and international standards and protocols for thesauri, taxonomies and ontologies. • Ability to establish policies and direct application of thesauri, taxonomies and ontologies.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
CONTENT ORGANIZATION and STRUCTURE (cont.)	Cataloging, Classification and Metadata <ul style="list-style-type: none"> • Ability to apply basic knowledge of established local, national and international standards and protocols to catalog, and classify library materials and resources. • Ability to apply basic knowledge of established local, national and international standards and protocols for metadata and/or other content structuring systems. • Ability to understand and evaluate collaborative tagging to incorporate customer input into library content management structures. • Demonstrates ability to use library and/or document management systems to perform cataloging and classification. • Demonstrations ability to use national/international bibliographic databases to select records for local cataloging. • Demonstrations knowledge of new developments in content organization and structure. 	Cataloging, Classification and Metadata <ul style="list-style-type: none"> • Ability to apply extensive knowledge of established local, national and international standards and protocols to catalog, and classify library materials and resources. • Ability to apply extensive knowledge of established local, national and international standards and protocols for metadata and/or other content structuring systems. • Ability to direct and oversee application of metadata and/or other content structuring systems. • Ability to oversee the creation of original catalog records and classification of unique materials. • Ability to apply subject matter and/or language expertise to create original catalog records and classify unique materials. • Ability to analyze and synthesize collection content and organizational needs to select the appropriate cataloging classification scheme. • Applies knowledge of the concepts of collaborative tagging in managing library content management systems, resources and web presence. • Demonstrates ability to use library and/or document management systems to perform cataloging and classification. • Demonstrations ability to use national/international bibliographic databases to select records for local cataloging. • Demonstrations understanding of developments and trends in content organization and structure. 	Cataloging, Classification and Metadata <ul style="list-style-type: none"> • Ability to apply expert knowledge of established local, national and international standards and protocols to catalog, and classify library materials and resources. • Ability to establish policies and manage cataloging, classification and processing of library materials and resources. • Ability to apply expert knowledge of established local, national and international standards and protocols for metadata and/or other content structuring systems. • Ability to establish policies and direct application of metadata and/or other content structuring systems. • Demonstrates expert knowledge of and ability to update or create content organization structures.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
CONTENT ORGANIZATION and STRUCTURE (cont.)	Indexing and Abstracting <ul style="list-style-type: none"> Knows and applies the principles of abstracting and indexing. 	Indexing and Abstracting <ul style="list-style-type: none"> Ability to apply extensive knowledge of established local, national and international standards and protocols for indexing and abstracting. Ability to direct and oversee indexing and abstracting. 	Indexing and Abstracting <ul style="list-style-type: none"> Ability to apply expert knowledge of established local, national and international standards and protocols for indexing and abstracting. Ability to establish policies and manage indexing and abstracting.
CONTENT ORGANIZATION and STRUCTURE (cont.)	Library Standards and Protocols <ul style="list-style-type: none"> Ability to use established local, national and international standards and protocols to catalog, classify and process library materials and resources. 	Library Standards and Protocols <ul style="list-style-type: none"> Ability to participate in development of local, national and/or international standards and protocols to catalog and classify library materials and resources. Ability to participate in development of local, national and/or international standards and protocols for metadata and/or other content structuring systems. Ability to participate in development of local, national and/or international standards and protocols for thesauri, taxonomies and ontologies. Ability to participate in development of local, national and/or international standards and protocols for indexing and abstracting. 	Library Standards and Protocols <ul style="list-style-type: none"> Ability to participate and/or lead collaborative development of local, national and/or international standards and protocols to catalog and classify library materials and resources. Ability to participate and/or lead collaborative development of local, national and/or international standards and protocols for metadata and/or other content structuring systems. Ability to participate and/or lead collaborative development of local, national and/or international standards and protocols for thesauri, taxonomies and ontologies. Ability to participate and/or lead collaborative development of local, national and/or international standards and protocols for indexing and abstracting. Ability to incorporate customer produced metadata into accepted library science standards.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
TECHNOLOGY and CONTENT MANAGEMENT	<p>Technology</p> <ul style="list-style-type: none"> • Demonstrates knowledge of the principles and ability to use digital systems, including computer hardware and software, record and file construction, networking, and information technology security. • Demonstrates knowledge of systems analysis techniques, including design and evaluation. • Demonstrates understanding and the ability to use communications and information infrastructures. • Demonstrates knowledge of and ability to use information technology data standards. • Demonstrates understanding of and ability to use technological solutions for organizational to work flows and business processes. • Demonstrates understanding of human behavior as it relates to technology and information collection, organization, and sharing. 	<p>Technology</p> <ul style="list-style-type: none"> • Demonstrates advanced knowledge of the principles and ability to evaluate digital systems, including computer hardware and software, record and file construction, networking, and information technology security. • Demonstrates ability to apply systems analysis techniques, including design and evaluation for the library. • Demonstrates ability to use and evaluate communications and information infrastructures to develop or improve library services. • Demonstrates ability to evaluate and select technological solutions for organizational work flows and business processes. • Demonstrates ability to apply and understand human behavior as it relates to technology to create or improve customized library services. • Demonstrates ability to be the voice of the customer in selecting and implementing new technologies. • Demonstrates ability to interact with IT staff to assess interoperability, responsiveness, and reliability of library systems to the organization. • Demonstrates ability to create networks and information-based communities. • Demonstrates ability to evaluate and recommend collaborative computing applications. 	<p>Technology</p> <ul style="list-style-type: none"> • Demonstrates ability to be the voice of the customer in strategic planning and resource allocation. • Demonstrates ability to collaborate with senior IT staff to assess interoperability, responsiveness, and reliability of library systems to the organization. • Demonstrates ability to develop, justify and defend a sustainable long term technological solutions for permanent access to digital information. • Demonstrates ability to oversee the technological solutions for organizational work flows and business processes. • Demonstrates expert knowledge in content structure, collaborative computing, information warehousing and data mining.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
TECHNOLOGY and CONTENT MANAGEMENT (cont.)	<p>Protocols and Standards</p> <ul style="list-style-type: none"> • Demonstrates knowledge of basic theories and applications of library and content management systems. 	<p>Protocols and Standards</p> <ul style="list-style-type: none"> • Demonstrates ability to evaluate and select appropriate information technology data standards. • Demonstrates knowledge of standard performance measures for library technology applications. • Demonstrates skill in determining, collecting and evaluating system performance measures. 	<p>Protocols and Standards</p> <ul style="list-style-type: none"> • Analyze and synthesize performance measures for library systems/applications. • Demonstrates the ability to incorporate the principles of library/information science into knowledge sharing and communities of practice.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
TECHNOLOGY and CONTENT MANAGEMENT (cont.)	<p>Library and Content Management Systems</p> <ul style="list-style-type: none"> • Demonstrates knowledge of the principles and ability to use library, document, database and website management systems. • Demonstrates ability to evaluate current and emerging library and information resource management technologies and applications for acquisition and use. • Demonstrates understanding of and ability to use technological solutions for permanent access to digital information. • Demonstrates understanding of and ability to use current and emerging information technology for Web based collaboration and content/document management. • Demonstrates ability to operate and maintain, trouble shoot, upgrade, enhance and customize library information and management systems. • Demonstrates ability to troubleshoot user's problems with library technologies. • Demonstrates knowledge of the basic design and development of user interfaces. 	<p>Library and Content Management Systems</p> <ul style="list-style-type: none"> • Demonstrates advanced knowledge of the principles and ability to evaluate, select and integrate library, document, database and website management systems. • Demonstrates ability to evaluate, recommend and select current and emerging library and information resource management technologies and applications for acquisition and use. • Demonstrates ability to evaluate and select technological solutions for permanent access to digital information. • Demonstrates ability to customize library technology applications to meet customer's needs. • Demonstrates ability to evaluate and select information technology for Web based collaboration and content/document management. • Demonstrates ability to analyze and resolves complex users problems with library technologies. • Demonstrates ability to evaluate, recommend or select information technologies pertinent to current library and information services and programs. • Demonstrates ability to test, implement, operate and maintain library information technologies. • Demonstrates ability to analyze and evaluate library and information management systems and the end user requirements in order to, upgrade, enhance and customize. • Demonstrates ability to troubleshoot user's problems with library technologies. • Demonstrates ability to write statement of works for library information and technology systems. 	<p>Library and Content Management Systems</p> <ul style="list-style-type: none"> • Demonstrates expert knowledge of and ability to establish policies related to current library and information resource management technologies and applications. • Demonstrates ability to synthesize communications and information infrastructures with user requirements and resources to evaluate and select appropriate library systems and applications. • Demonstrates ability to oversee testing, implementation, operation and maintenance of library and information resource management systems and applications. • Demonstrates ability to develop and coordinate customization of library applications to meet customer and program needs. • Ability to plan, budget, acquire, and manage the library and content management programs. • Ability to oversee the development of Statements of Work for library and content management systems and technologies. • Ability to justify, defend and negotiate library and content management systems requirements. • Demonstrates ability to oversee information technology for Web based collaboration and content/document management. • Demonstrates ability to manage and oversee diverse library and content management systems. • Demonstrates ability to align content management systems/applications with organizational mission(s). • Demonstrates the ability to evaluate effectiveness of content management systems to meet missions and alter applications as necessary.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
TECHNOLOGY and CONTENT MANAGEMENT (cont.)	Library and Content Management Systems	Library and Content Management Systems <ul style="list-style-type: none"> • Understands content structure, collaborative computing and data/information mining. • Demonstrates ability to customize customer interfaces. 	Library and Content Management Systems <ul style="list-style-type: none"> • Demonstrates the ability to develop library and content management systems requirements and analyze system capabilities. • Demonstrates expert ability to establish content management policies.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
TECHNOLOGY and CONTENT MANAGEMENT (cont.)	<p>Information Assurance and Security</p> <ul style="list-style-type: none"> • Knows and is able to comply with appropriate laws and agency regulations, policies and methods to protect agency/personal information, systems, data and products. • Knows proper marking, physical handling, and dissemination of classified or controlled information. • Understands authentication protocols and their application to library resources and organization/agency networks. 	<p>Information Assurance and Security</p> <ul style="list-style-type: none"> • Demonstrates ability to understand, interpret, and comply with appropriate laws and agency regulations, policies and methods governing information assurance. • Knows proper marking, physical handling, and dissemination of classified and controlled access information. • Understands and has ability to apply authentication protocols and their application to library resources and organization/agency networks. • Demonstrates ability to coordinate information assurance policies and protocols at the library level. 	<p>Information Assurance and Security</p> <ul style="list-style-type: none"> • Demonstrates ability to understand, interpret, and comply with appropriate laws and agency regulations, policies and methods governing information assurance. • Understands proper marking, physical handling, and dissemination of classified and controlled access information. • Understands and has ability to apply authentication protocols and their application to library resources and organization/agency networks. • Demonstrates knowledge of user needs in the context of the overall agency information assurance requirements. • Demonstrates ability to synthesize and coordinate information assurance requirements with library-specific applications. • Demonstrates ability to advocate policy accommodations to meet customer needs. • Understands and is able to guide application of laws and agency regulations, policies and methods to protect agency/personal information, systems, data and products. • Demonstrates ability to direct proper marking, physical handling, and dissemination of classified or controlled information. • Interprets and applies authentication protocols and their application to library resources and organization/agency networks. • Demonstrates ability to coordinate information assurance policies and protocols at the library.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
SPECIALIZED KNOWLEDGE, SKILLS and ABILITIES	<p>Subject Unique to Specific Agency</p> <ul style="list-style-type: none"> • Demonstrates understanding of the disciplinary culture and the information seeking behavior(s) of the clientele(s) that the library serves. 	<p>Subject Unique to Specific Agency</p> <ul style="list-style-type: none"> • Demonstrates ability to apply customized library services to the disciplinary culture and the information seeking behavior(s) of the clientele(s) that the library serves. 	<p>Subject Unique to Specific Agency</p> <ul style="list-style-type: none"> • Demonstrates ability to develop and design customized library services aligned with the disciplinary culture and the information seeking behavior(s) of the clientele(s) that the library serves.
SPECIALIZED KNOWLEDGE, SKILLS and ABILITIES (cont.)	<p>Specialized Subject Knowledge</p> <ul style="list-style-type: none"> • Demonstrates knowledge of disciplinary leading thinkers and professional associations and their modes of communication. • Demonstrates knowledge of the specialized subject matter. • Demonstrates knowledge of information resources including citation analysis and reputation in the field. • Demonstrates knowledge of research methodologies and discipline citation systems. • Demonstrates knowledge of subject specific bibliographic descriptions, classifications, taxonomies and access and delivery services. 	<p>Specialized Subject Knowledge</p> <ul style="list-style-type: none"> • Demonstrates ability to apply principles or theories of disciplinary leading thinkers to practice and participant in professional association activities and their modes of communication. • Demonstrates in-depth knowledge of the historical roots, current practices and emerging trends in the specialized subject matter. • Demonstrates ability to analyze and apply the content of information resources and evaluates the quality and veracity of the information and its source. • Demonstrates ability to navigate discipline specific citation systems and evaluate and recommend research methodologies. • Demonstrates ability to use subject specific bibliographic descriptions, classifications, taxonomies and access and delivery services to locate and provide subject specific materials. 	<p>Specialized Subject Knowledge</p> <ul style="list-style-type: none"> • Demonstrates ability to serve as leader and role model at the nexus of the specified disciplinary in library science. • Demonstrates leadership in disciplinary(s) modes of communication and professional associations. • Demonstrates ability to apply in-depth knowledge of the historical roots, current practices and emerging trends in the specialized subject matter to develop and customize library resources and services. • Demonstrates mastery of the content of discipline specific information resources and critiques quality and veracity of the information and its source. • Demonstrates ability to navigate discipline specific citation systems and develops mastery of disciplinary information systems and develops research methodologies search and discovery of subject specific information. • Demonstrates expert ability to create subject specific bibliographic descriptions, classifications, taxonomies and access and delivery services to locate and provide subject specific materials.

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

DOMAINS	KSAs – BASIC LEVEL	KSAs – ADVANCED LEVEL	KSAs – EXPERT LEVEL
SPECIALIZED KNOWLEDGE, SKILLS and ABILITIES (cont.)	Specialized Languages <ul style="list-style-type: none"> Demonstrates ability to read with comprehension and perform basic research and bibliographic control in a non-English language specified by the library or required by the discipline. 	Specialized Languages <ul style="list-style-type: none"> Demonstrates ability to read and write with comprehension and perform advanced research and bibliographic control in a non-English language specified by the library or required by the discipline. 	Specialized Languages <ul style="list-style-type: none"> Demonstrates fluency and the ability to perform complex research and bibliographic control in a non-English language specified by the library or required by the discipline.
SPECIALIZED KNOWLEDGE, SKILLS and ABILITIES (cont.)	Other KSAs Not Covered Elsewhere	Other KSAs Not Covered Elsewhere	Other KSAs Not Covered Elsewhere

Select appropriate KSAs to meet requirements. Levels do not equal pay grades or pay bands.

ATTENTION REVIEWERS: what should be included in the glossary? As you review the document, pay attention to words, phrases and concepts and add those that you think should be included in the glossary along with your proposed definition. PLACE THOSE WORDS, PHRASES AND CONCEPTS HERE!

Glossary

ability: The knowledge and skills required for performing successfully at a given level. Competencies are the detailed descriptions of those abilities.

competency: Competencies are defined as the knowledge, skills, and abilities that define and contribute to performance in a particular profession. They are described so that they can be observed, measured, and rated. When a series of competencies is organized together a framework is created that differentiates among basic, advanced and experts. Competencies create a common bond of understanding and a common language for defining professional standards. They also may be used to design and develop training and educational programs, position descriptions, and performance evaluation instruments and for alignment for strategic objectives.

There are some competencies that are shared by all members of the profession regardless of their domain orientation or level. These competencies are called “Shared Competencies,” and are listed and defined as the first Domain of this document.

domain: A group of competencies in a particular performance area are the major responsibilities or duties that define the profession. The Federal Librarian Competencies are comprised of shared competencies and seven specific domains, which are further divided into sub-domains.

knowledge: Acquired or learned conceptual, factual or procedural information that supports the ability to assume professional responsibilities and duties.

level: A reflection of the amount of knowledge or experience a person has relevant to a specific topic or skill-set—regardless of time in the profession.

skill: A professional activity that is learnable and can be improved with practice.