

Section 2 Knowledge, Skills and Abilities Required by Technical Level

City of Carlsbad Professional Library Series KSA Matrix

Job Level Title: Librarian	Job Level Title: Lead Librarian	Job Level Title: Senior Librarian
<p><i>Complexity and Scope</i></p> <ul style="list-style-type: none"> -Entry level through experienced library professional. -Requires full use and application of standard library principles, theories, concepts and techniques used, and a solid understanding of the Library’s relevant policies and procedures. -Independently completes routine and non-routine tasks in an accurate and timely manner. -May initiate and conduct innovative research, as it is relevant to the Library’s objectives. 	<p><i>Complexity and Scope</i></p> <ul style="list-style-type: none"> -Fully qualified library professional assigned to a specific functional program and an increased span of control. -Requires full use and application of standard library principles, theories, concepts and techniques used, and a solid understanding of the Library’s relevant policies and procedures and the specialized functional program area and/or system-wide program area of the library. -Independently completes complex librarian projects and tasks. Work is thorough, accurate, timely, and on-budget. -May initiate and conduct innovative research, as it is relevant to the Library’s objectives. 	<p><i>Complexity and Scope</i></p> <ul style="list-style-type: none"> -An experienced library professional, recognized within the department as a subject matter expert in their assigned division. Usually supervises a staff of other library professionals in a major library division. -Uses advanced principles, theories and concepts to develop advanced solutions to complex or library system problems. Thorough understanding of the Library’s relevant policies and procedures and specialized knowledge of assigned division. -Supervises or independently plans, conducts and completes complex library division projects or programs. Work is thorough, accurate, timely and on-budget. -May initiate and conduct innovative research, as it is relevant to the Library’s objectives.

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Job Level Title: Librarian	Job Title: Lead Librarian	Job Title: Senior Librarian
<p><i>Problem Solving, Innovation & Creativity</i></p> <p>-Proactively identifies and solves a wide variety of problems of moderate complexity and scope, using a rational approach or established practice.</p> <p>-Independently recognizes and solves technical problems or issues in areas of expertise, applying sound business or technical judgment.</p> <p>-Demonstrates willingness and ability to be flexible, creative and innovative. Participates in implementing non-traditional solutions that create value. Recognizes and recommends new solutions or opportunities.</p>	<p><i>Problem Solving, Innovation & Creativity</i></p> <p>-Proactively identifies and provides solutions to a wide range of difficult and complex problems in a thorough and innovative, yet practical manner. Exercises initiative in the improvement and development of functional program area and/or system-wide program area.</p> <p>-Responsible for key technical decisions in area of expertise. Applies sound business and technical judgment to problems. Identifies possible project or program ideas that impact existing services and the direction of library division. Provides and implements creative solutions that create value and meet organizational needs.</p> <p>-Demonstrates a strong capability in the area of creativity and innovation. Thinks “outside the box” and originates change.</p>	<p><i>Problem Solving, Innovation & Creativity</i></p> <p>-Proactively identifies and solves a wide range of difficult and complex problems in a thorough and innovative, yet practical manner. Supervises and assists with difficult decisions relating to methods or policy problems.</p> <p>-Directly contributes to the development of innovations which extend the existing boundaries of practice or knowledge in relevant fields. Identifies and provides ideas to explore new technical opportunities through projects, programs or services. Proactively works with upper management to set and implement technical strategy in area of expertise.</p> <p>-Demonstrates an advanced capability in the area of creativity and innovation. Explores new technical directions. Originates change and creates value through proactively presenting and implementing creative ideas and solutions.</p>

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<p><i>Discretion and Impact:</i></p> <ul style="list-style-type: none"> -Exercises judgment within standard, defined procedures and practices to determine appropriate action. -Such areas of discretion and impact include but are not limited to purchases, budget allocation, evaluation of hourly employee’s or volunteer’s performance, implementing emergency procedures and dealing with challenging patrons or issues. -Incorrect decisions or recommendations or failure to get results may cause delays in schedules and result in the allocation of more resources or the misallocation of existing resources. 	<p><i>Discretion and Impact:</i></p> <ul style="list-style-type: none"> -Independently exercises judgment within generally defined practices and policies, selecting methods and techniques for obtaining solutions. -Such areas of discretion and impact include but are not limited to functional program and/or system-wide program purchases and/or budget allocation, evaluation of full time, hourly employee’s or volunteer’s performance, implementing emergency procedures and dealing with challenging patrons or issues. -Incorrect decisions or recommendations, or failure to achieve objectives would normally have a serious effect upon the organization’s results and citizen/patron relationships and experiences. 	<p><i>Discretion and Impact:</i></p> <ul style="list-style-type: none"> -Independently exercises judgment within generally defined practices and policies as well as areas that require expert interpretation. -Selects and may design new methods and techniques for obtaining solutions with required approval for implementation. -Such areas of discretion and impact include but are not limited to overall responsibility for division purchases, budget allocation, evaluation of full time, hourly employee’s or volunteer’s performance, implementing emergency procedures and dealing with challenging patrons or issues. -Incorrect decisions or recommendations, or failure to achieve objectives would normally have a serious effect upon the organization’s results and citizen/patron relationships and experiences. -May serve on external agencies, boards, or professional committees and impact standards, regulations or policies.

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Job Level Title: Librarian	Job Title: Lead Librarian	Job Title: Senior Librarian
<p><i>Contact and Communication:</i></p> <ul style="list-style-type: none"> -Communicates outside division. Frequent inter-organizational contact and interaction with external organizations. Serves on cross-functional teams and committees. When appropriate may serve as lead or chair of team or committee. -Effective communicator, presenter and trainer, with both written and oral presentations. Developing solid presentation, demonstration, and technical writing skills. -May train other librarians or para-professionals in the use of tools, systems, and policies. -Strong interpersonal and communication skills. Communicates with other departments to accomplish objectives. 	<p><i>Contact and Communication:</i></p> <ul style="list-style-type: none"> -Frequent direct contact with citizens/patrons, developers, contractor/suppliers, external agencies to understand issues and plan and implement solutions. Frequent cross-functional contact and coordination. -Skilled and effective communicator, with both written and oral presentations. Highly developed technical writing skills. -May train other librarians or para-professionals in the use of tools, systems, and policies. -Strong interpersonal and communication skills. Communicates with other departments to accomplish objectives. -Supervisor and effective team leader and coach. Actively contributes to creating an environment which sustains motivation and the introduction/sharing of new ideas. -May present to the Library Board or Friends of the Library and/or City Council. May represent the organization within the community and at professional meetings. 	<p><i>Contact and Communication:</i></p> <ul style="list-style-type: none"> - Frequent direct contact with citizens/patrons, contractor/suppliers, external agencies to understand issues and plan and implement solutions. Lead contact on strategic teams and on critical customer, consultant/contractor or partner issues. Works cross-functionally to develop strong and strategic contacts and partnerships. -Skilled, effective, and compelling communicator, presenter and/or trainer with both written and oral presentations. Excellent presentation, demonstration, facilitation and technical writing skills. Communicates to a broad audience. -May train other librarians or para-professionals in the use of tools, systems, and policies. -Highly developed interpersonal and communication skills. Supervisor and effective team leader and coach. Actively contributes to creating an environment which sustains motivation and the introduction/sharing of new ideas. -Presents to Library Board, Friends of the Library and/or City Council. Represents the organization within the community and at professional meetings.

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Job Level Title: Librarian	Job Title: Lead Librarian	Job Title: Senior Librarian
<p><i>Supervision Given or Received:</i></p> <ul style="list-style-type: none"> -Works under general supervision, with a minimum of supervision of a Lead Librarian or Senior Librarian. -Performs independent professional work with patrons and other assigned duties. Receives instructions on specific assignment objectives, complex features and possible approaches. -May supervise, lead or schedule the work of para-professional, hourly employees and/or volunteers. -Recruits, selects and trains para-professional, hourly employees and volunteers. - Work progress is reviewed upon completion of milestones for soundness of judgment and overall adequacy and effectiveness. -Leads functional problem solving teams and chairs committees. 	<p><i>Supervision Given or Received:</i></p> <ul style="list-style-type: none"> -Works under very general direction. This position typically reports to a Senior Librarian or in certain assignments a Deputy Library Director. -Receives assignments in the form of overall objectives and proposes goals and approaches to meet objectives. Independently determines approach to most problems or projects. -May supervise, schedule, evaluate and/or direct and coach the work of professional librarians, para-professional or clerical staff and/or volunteers. -Recruits, selects and trains professional librarians and others. -Work is reviewed upon completion for adequacy in meeting objectives. -Leads functional problem solving teams and chairs committees. 	<p><i>Supervision Given or Received:</i></p> <ul style="list-style-type: none"> -This is the highest level in the Professional Library Series. Positions at this level serve as the supervisor and head of major library divisions. This position typically reports to a Deputy Librarian. -Works under broad, general direction, uses independent judgment. Exercises considerable latitude in determining strategy and approach to assignments and projects. Supervises schedules and, evaluates and/or directs and coaches the work of professional librarians, para-professional, clerical staff and/or volunteers. -Recruits, selects and trains professional librarians and others and provides input for disciplinary matters. -Trains and supervises assigned library personnel, assigns work priorities. -Completed work is reviewed for desired results from relatively long-term objectives. Assignments are often self-initiated. -Demonstrates leadership, coaching and mentoring skills.

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<p><i>Computer Skills</i></p> <p>-Microsoft Office Suite, integrated library systems, research databases, public computer authentication and print systems, digital scanners, microfilm/fiche machines, eBook readers and portable devices and others specific to job duties.</p>	<p><i>Computer Skills</i></p> <p>. -Microsoft Office Suite, integrated library systems, research databases, public computer authentication and print systems, digital scanners, microfilm/fiche machines, eBook readers and portable devices and others specific to job duties.</p>	<p><i>Computer Skills</i></p> <p>-Microsoft Office Suite, integrated library systems, research databases, public computer authentication and print systems, digital scanners, microfilm/fiche machines, eBook readers and portable devices and others specific to job duties.</p>
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City of Carlsbad Professional Library Series KSA Matrix

Job Level Title: Librarian	Job Level Title: Lead Librarian	Job Level Title: Senior Librarian
<p><i>Technical, Organizational and Business Knowledge:</i> Requires a thorough understanding of:</p> <ul style="list-style-type: none"> -Principles, practices of professional library work. -Use of standard library tools and practices in processing library materials. -Current consumer technologies. -Automated library systems and databases. -Principles of supervision. -Methods for effective of community outreach and public relations. -The basics of the City’s Vision and Strategy, and annual operating goals, and how their area and work supports the Vision/Strategy/Goals. -The organizational structure of the City and the roles and responsibilities of functions related to their position. 	<p><i>Technical, Organizational, and Business Knowledge:</i> Requires an advanced understanding of:</p> <ul style="list-style-type: none"> -Principles, practices of professional library work. -Use of standard library tools and practices in processing library materials. -Current consumer technologies. -Automated library systems and databases. -Principles of supervision. -Methods for effective of community outreach and public relations. -The basics of the City’s Vision and Strategy, and annual operating goals, and how their area and work supports the Vision/Strategy/Goals. -The organizational structure of the City and the roles and responsibilities of functions related to their position. 	<p><i>Technical, Organizational, and Business Knowledge:</i> Requires an expert understanding of:</p> <ul style="list-style-type: none"> -Principles, practices of professional library work. -Use of standard library tools and practices in processing library materials. -Current consumer technologies. -Automated library systems and databases. -Principles of supervision. -Methods for effective of community outreach and public relations. -The basics of the City’s Vision and Strategy, and annual operating goals, and how their area and work supports the Vision/Strategy/Goals. -The organizational structure of the City and the roles and responsibilities of functions related to their position.

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<p><i>Technical, Organizational and Business Knowledge:</i></p> <p>Demonstrate a thorough ability to:</p> <ul style="list-style-type: none">-Foster excellent customer service.-Use automated library systems, databases and Internet in performing technical library tasks.-Supervise, train and evaluate others involved in related activity.-Communicate clearly and concisely, orally and in writing.-Establish and maintain cooperative working relationships with those contacted in the course of work.	<p><i>Technical, Organizational and Business Knowledge:</i></p> <p>Demonstrate an advanced ability to:</p> <ul style="list-style-type: none">-Mentor others in fostering excellent customer service.-Use automated library systems, databases and Internet in performing technical library tasks.-Supervise, train and evaluate others involved in related activity.-Communicate clearly and concisely, orally and in writing.-Establish and maintain cooperative working relationships with those contacted in the course of work.	<p><i>Technical, Organizational and Business Knowledge:</i></p> <p>Demonstrate an expert ability to:</p> <ul style="list-style-type: none">-Mentor others in fostering excellent customer service and ensure accountability for service standards.-Use automated library systems, databases and Internet in performing technical library tasks.-Supervise, train and evaluate others involved in related activity.-Communicate clearly and concisely, orally and in writing.-Establish and maintain cooperative working relationships with those contacted in the course of work.
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Job Level Title: Librarian	Job Level Title: Lead Librarian	Job Level Title: Senior Librarian
<p>-An equivalent combination of the education and experience listed below:</p> <p>-A Masters of Library Science or a Masters of Library and Information Systems from an American Library Association Accredited library school.</p> <p>-Two years of library work experience is preferred to qualify for the Librarian level.</p> <p>May require specialized training in assigned division.</p>	<p>An equivalent combination of the education and experience listed below:</p> <p>-A Masters of Library Science or a Masters of Library and Information Systems from an American Library Association Accredited library school.</p> <p>-Two years of professional library work experience is required to qualify for the Lead Librarian level, including a minimum of one year of prior library supervisory experience.</p> <p>May require specialized training in assigned division.</p>	<p>An equivalent combination of the education and experience listed below:</p> <p>-A Masters of Library Science or a Masters of Library and Information Systems from an American Library Association Accredited library school.</p> <p>-Three years of professional library work experience is required to qualify for the Senior Librarian level, including a minimum of two years of prior library supervisory experience.</p>