**M7: Level Standards**

**GENERAL ROLE**

This level is accountable for providing management of a moderate- to notably-sized department charged with providing a variety of cross-disciplinary services. Incumbents should have oversight of professional and non-professional staff, as well as business and/or administrative operations. Positions at this level do not exclusively serve as the supervisory level to only student employees.

Incumbents:

* Modify practices and procedures to improve efficiency and quality of service delivered by subordinate staff.
* Research and apply better ways to effectively achieve end results by, for example, arranging/rearranging the way work is performed, changing elements of processes, and adding or deleting new or unnecessary capabilities/functionalities for subordinate staff, as needed.
* Set staff objectives, immediate- and/or long-term, as a means to fulfill departmental or division initiatives.
* Provide analytical, technical, and advisory support to more senior members within the same disciplinary track
* May determine how to achieve directives set by directors, at a department level.

**INDEPENDENCE AND DECISION-MAKING**

*🡪 Supervision Receive*d

* Works under general direction.
* Seeks assistance only when unique situations arise, coupled with financial impact to the division, and political consequence.

*🡪 Context of Decisions*

* Work is focused on and regulated by specific division goals and milestones.

*🡪 Job Controls*

* Incumbents act based on own judgement as long as actions adhere to division policies and operating procedures, and remain focused on the division and departmental objectives.
* Subject to managerial controls through conferences, review of reports, and occasional departmental visits.
* Managerial controls are exercised on incumbents for matters of policy development and coordination, intermediate- and long-range planning, budgetary, and human resources based matters.

**COMPLEXITY AND PROBLEM SOLVING**

*🡪 Range of issues*

* Problems are unique and unexpected.
* Challenges for problems arise due to lack of precedent or policy at a division or University level.

*🡪 Course of Resolution*

* Problems require response/adaptation to changing conditions or circumstances, necessitating enterprise and new approaches.
* Problem resolution should frequently require collaboration and coordination with units internal to the division, with occasional collaboration and coordination outside the division.

*🡪 Measure of Creativity*

* Incumbents are required to develop new policy for approval and conceptualize an implementation plan for new procedures or processes due to the new policy.

**COMMUNICATION EXPECTATIONS**

*🡪 Manner of Delivery and Content*

* Deliver statements and information in a combined persuasive and motivational fashion to subordinate staff, departmental and University administrators, and the campus community as a whole

**SCOPE AND MEASURABLE EFFECT**

* Manage a department of notable size, complexity, and significance that, in part, directly affects how well the organization to which the department belongs operates.
* Actions regularly affect a department or a project outcome with division-wide impact.
* Actions generally have a direct impact on controlling such things as program scope, staff size and nature of work, scope of services, operating budget, etc.
* Actions may have high-risk financial, compliance, political or safety implications.
* Incumbents’ actions generally have a direct impact on controlling such things as program scope, staff size and nature of work, scope of services, operating budget, etc.
* Incumbents’ actions may have high risk financial, compliance, political or safety implications.
* Performance results tend to related to efficiency, degree of waster/cost overruns, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.

**Job Template**

**GENERAL SUMMARY**

Expected to have mastery level knowledge in the specific subject and/or functional areas related to the positon and maintain a significant level of engagement in scholarly activities. Regarded as an expert in the field and supports the UConn Library and its community through proven accomplishments of significant impact in Library, University, and/or public engagement. Employees at this level demonstrate excellent leadership, communication, professional judgement, knowledge sharing, relationship building, and decision-making practices while reinforcing the principles of inclusion and equity in daily responsibilities.

**REPORTING RELATIONSHIPS AND TEAM WORK**

Works under general direction of a supervisor or program director. Serves as an expert senior resource in area of specialization. Acts as direct supervisor for professional staff.

**ESSENTIAL DUTIES & RESPONSIBILITIES**

* Supervises the work of assigned personnel and evaluates based on the Performance Management Guidelines as outlined by the Library, Human Resources, and the personnel's contractually specified evaluation process. Assigns, oversees, reviews, and evaluates work of direct reports. Establishes work schedule(s) and approves timecard(s). Maintains supervisory files.
* Serves as lead or subject matter expert for integrated library platforms, systems, and current technologies related to subject or functional responsibilities.
* Promotes inclusivity and is communicative about Library and unit priorities, opportunities, and challenges with direct reports. Encourages creative thinking amongst assigned personnel and actively fosters open communication. Supports involvement in professional development activities and provides training and internal development opportunities as appropriate to each position.
* Identifies, promotes, and provides products, tools, services, venues, and opportunities that align with and foster learning, research, publication, and scholarship.
* Selects, orders, receives, assesses, monitors, organizes, and/or catalogs new and continuing Library collections materials and resources in support of the University’s curriculum and research needs as appropriate to position. Processes collections materials and resources for optimal patron discovery, access, and usability.
* Creates and performs in-person and online classroom instruction, reference and research services, workshops, and consultations as required by the position. Creates and maintains finding aids, service guides, usage instructions, and research tools to support learning and research.
* Provides direction in the assessment of Library collections, programs, services, and resources.
* Develops, implements, and evaluates Library policies and procedures as related to position responsibilities.
* Provides leadership and creates significant contributions in professional activities at a statewide, regional, and/or national level.
* Initiates and maintains successful relationships with internal and external stakeholders.
* Assumes responsibility for compliance with US copyright law, licenses, and Library and University policies for specified products and services.
* Provides meaningful contributions to development activities and donor engagement.
* Oversees and maintains various reports, files, records, documentation, and statistics.
* Performs related work as required.

**MINIMUM QUALIFICATIONS**

* Master’s degree in related field.
* Minimum of nine years related professional experience.

**COMPETENCIES**

 **Knowledge of:**

* Principles and practices of library information science
* Products, tools, services, venues, and opportunities that foster learning, research, publication, and scholarship at a mastery level
* Standards and best practices within subject and/or functional area of expertise
* Community educational and research needs and principles and best practices of in-person and online instruction
* Assessment standards and best practices
* Scholarly research and communications processes at a mastery level
* Service standards, policies, procedures, and processes of library operations, and of departments and University offices interfacing with the Library
* Principles of diversity, equity, and inclusion
* Standards and best practices in public and customer service
* Best practices in critical thinking, creative problem solving, and analysis
* Current integrated resource management systems as related to the position at a mastery level
* Principles and best practices in planning and organization at a mastery level
* Principles and best practices of employee supervision
* Microsoft Office and related software applications

**Skill in:**

* Developing and implementing practices, procedures, and workflows in area of position responsibility at a mastery level
* Delivering community educational and research needs and principles and best practices of in-person and online instruction at a mastery level
* Reinforcing the principles of diversity, equity, and inclusion and working collaboratively with individuals of diverse backgrounds, experiences, and perspectives
* Modeling strong public service and interpersonal skills; developing and maintaining effective and appropriate working relationships with internal and external audiences
* Critical thinking, creative problem solving, and analysis
* Learning and working effectively in current office applications, software, and communication technologies
* Delivering reliable, effective, and appropriate verbal and written communication that follows current professional standards, language, and grammar at a mastery level
* Planning and organization at a mastery level
* Preparing and maintaining accurate records and reports
* Creating and managing internal documentation, including training and group presentation materials
* Employee supervision, leadership, and mentoring

**Ability to:**

* Align current tools, services, venues, and opportunities to support learning, research, publications, and scholarship at mastery level
* Actively engage with stakeholder communities through outreach and networking.
* Provide leadership and/or create high-impact contributions for professional activities at a statewide, regional, and/or national level
* Make a positive contribution to a culture of inclusion and respect in all interactions within the Library and across the University
* Maintain the confidentiality of information and professional boundaries and continuously demonstrate strong public and customer service skills in all interactions
* Work independently to analyze information, draw conclusions and understandings, and present such conclusions effectively to stakeholders
* Maintain a mastery level of active learning skills and currency in professional standards, practices, procedures, policies, and technologies related to position responsibilities
* Continually deliver reliable, effective, and appropriate verbal and written communication that follows current professional standards and the correct use of language and grammar at a mastery level
* Successfully plan, organize, and manage workflows and operations at a mastery level
* Be responsive, flexible, and adaptive in approach to work
* Create and manage internal documentation, including training and group presentation materials
* Manage budgets and produce reports on budget requests, encumbrances, and expenditures
* Effectively supervise, lead, and motivate others