**M5: Level Standards**

**GENERAL ROLE**

This level is the first with the primary function of managing employees. Incumbents may initiate and communicate a variety of staffing actions.

Oversees the day-to-day operations of a group of employees. Responsible for training and development of subordinate staff, estimating staffing needs, assigning work, meeting completion dates, and interpreting and ensuring consistent application of organizational policies. Positions at this level do not exclusively serve as the supervisory level to only student employees.

Incumbents:

* Alter the order in which work or a procedure is performed.
* Recommend or implement modifications to practices and procedures to improve efficiency and quality, directly affecting the specific office operation or departmental procedure.
* Distribute work and monitor workload among staff.

**INDEPENDENCE AND DECISION-MAKING**

*🡪 Supervision Receive*d

* Works under direction.
* Seeks approvals when significant changes to process steps are considered and additional resources for task completion are required.

*🡪 Context of Decisions*

* Decisions are driven by office/departmental policy and procedures.

*🡪 Job Controls*

* Free to plan and carry out all phases of work assignments, including the oversight of staff.
* Has the latitude to make daily operational decisions.

**COMPLEXITY AND PROBLEM SOLVING**

*🡪 Range of issues*

* Issues tend to be operational in nature.

*🡪 Course of Resolution*

* Identifies issues and gathers facts.

Understands the smallest details of an assigned area.

*🡪 Measure of Creativity*

* Problems can be resolved within provided guidelines.
* Problems are not amenable to strict technical resolution, requiring innovative thinking.

**COMMUNICATION EXPECTATIONS**

*🡪 Manner of Delivery and Content*

* Diplomatically and effectively deliver information difficult to understand or in contrast with a student or customer's views.

**SCOPE AND MEASURABLE EFFECT**

Incumbents:

* + Manage a small homogenous department.

OR

* Manage a larger process-oriented area whose members perform like activities.
* Actions regularly affect a department or a project outcome with office/programmatic impact.
* Actions generally have a direct impact on controlling such things as staff size and nature of work and scope of services.
* Performance results tend to relate to efficiency, fiscal practices and standing, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.

**Job Template**

**GENERAL SUMMARY**

Plans, leads, and evaluates work on programmatic or operational initiatives. Responsible for independently developing all phases of work assignments and have a high level of professional judgement, making daily operational decisions based on appropriate timing and best use of resources. Issues are complex and resolutions require integrative solutions and consideration of alternative practices or policy interpretation. Required to demonstrate excellent public and customer service, interpersonal, communication, leadership, critical thinking, and problem solving skills.

**REPORTING RELATIONSHIPS AND TEAMWORK**

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

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

*The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.*

* Plans and implements goals, procedures, and guidelines as necessary to provide efficient operations, evaluates the quality and effectiveness of services; creates and implements improvements.
* Oversees the work of assigned personnel and evaluates based on the Performance Management Guidelines as outlined by the Library, Human Resources, and the employee’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 functional and services lead in area of positional responsibilities, diagnoses operational problems and collaboratively designs and implements corrective actions.
* 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.
* Provides technical direction, consultation, and assistance to patrons and Library staff within area of expertise and positional responsibility.
* Interprets and applies Library and University policies and procedures, assisting other staff and patrons as appropriate.
* Provides in-person and online patron discovery and access, general reference, and informational services support as appropriate.
* Manages record transactions and document retention appropriate to position responsibilities.
* Collects, maintains, and reports statistics related to position responsibilities.
* Creates documentation, guides, and other resources to instruct patrons and/or Library staff in the discovery, access, and use and/or coordination of Library collections, programs, procedures, or resources.
* Performs related work as required.

**MINIMUM QUALIFICATIONS**

* Bachelor’s degree in related field.
* Minimum of six years related professional experience.

**COMPETENCIES**

**Knowledge of:**

* Service standards, policies, procedures, and processes of library operations, as well as 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
* Principles and best practices in planning, organization, and implementing change
* Principles and best practices of employee supervision
* Microsoft Office and related software applications

**Skill in:**

* Supporting and implementing practices, procedures, and workflows in area of position responsibility
* 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 and the correct use of language and grammar
* Planning, organization, and implementing change
* Preparing and maintaining accurate records and reports
* Creating and managing internal documentation, including training and group presentation materials
* Employee leadership and mentoring

**Ability to:**

* Maintain active learning skills and currency in professional standards, practices, procedures, policies, and technologies related to position responsibilities
* Make a positive contribution to a culture of inclusion and respect in all interactions within the Library and across the University
* Maintain confidentiality of information, professional boundaries, and strong public and customer service skills
* Work independently to analyze information, draw conclusions, and present conclusions effectively to stakeholders and direct reports
* Continually deliver reliable, effective, and appropriate verbal and written communication that follows current professional standards and the correct use of language and grammar
* Successfully plan, organize, implement, and manage workflows and operations
* 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 lead and motivate others