Competency Index
for the Library Field

Compiled by WebJunction

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Acknowledgments

The competencies for the Index were compiled from input from a spectrum of library practitioners and leaders, and from competencies defined by other library organizations.

Competency sets

- ALA Competencies for Librarians Serving Children in Public Libraries
- ALA Competencies for Librarians Serving Young Adults
- ALA Library Support Staff Certification Program Competencies
- ALA Professional Competencies for Reference and Information Services Librarians
- California Library Association Competencies for California Librarians in the 21st Century and Technology Competencies for California Library Workers
- Kansas Library Association Core Competencies for Public Library Directors and Technology Core Competencies
- New Jersey Library Association Competencies for Library Administrators, Core and Technical Competencies for Librarians and Reference and Information Services Competencies
- North Carolina Libraries Competencies in Technology for Libraries
- Ohio Library Council Public Library Core Competencies
- Public Library of Charlotte & Mecklenburg County Information Technology Core Competencies
- Special Library Association Competencies for Information Professionals in the 21st Century
- WebJunction Sustaining Public Access Computing Programs: Technology and Management Competencies

Subject Matter Expert Reviewers

Other Resources

- Murphy, Joseph, and Heather L. Moulaison, "Social Networking Literacy Competencies for Librarians." ACRL National Conference presentation, March 14, 2009. http://www.flickr.com/photos/joeydigits/3357643763/in/set-72157615332049180/
- Thompson, Susan M., editor. *Core Technology Competencies for Librarians and Library Staff*, a LITA Guide. Neal-Schumann Publishers, Inc, New York, London, 2009.

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Description of the Competency Index

Across industries, competencies provide a foundation on which to build coherent efforts to increase the knowledge, skills and abilities of employees and ultimately to strengthen the organization as a whole. Libraries need such a foundation, especially in times of rapid change and evolution, in order to choose the most efficient and productive paths for staff training, recruiting and other personnel directions. In an effort to fulfill that need, WebJunction created the Competency Index as a compilation of competency statements that address a broad spectrum of library practice and service.

In formulating the Index, the WebJunction team reviewed competency sets from many library organizations, aggregated the statements and synthesized them into the Index. The acknowledgments include a list of the primary competencies sets consulted for the aggregation, in addition to the subject matter experts in the field who reviewed and informed revisions of the final document. Given the variety of library size and organizational structures, we have not attempted to define competencies by work roles and classifications. Instead, we offer a menu of categories and competencies from which an individual or library can select and combine to meet their particular needs and structures.

Three sections of the Competency Index are displayed in conjunction with the WebJunction course catalog—Library Management, Technology (Core Skills and Systems & IT) and Personal/Interpersonal competencies. Within the sections, competency statements link to relevant courses and resources on WebJunction, all designed to help librarians and library staff build knowledge and skills and increase on-the-job effectiveness and to help managers and directors develop coherent training programs and job descriptions.

The effort to integrate Library Competencies into the WebJunction learning platform began in 2006 when WebJunction received a Library Skills Training grant from the Bill & Melinda Gates Foundation. The grant was intended to increase WebJunction's capacity to meet library organization needs to continually develop staff with essential skills for today's libraries.

About WebJunction

WebJunction has been a leader in social learning delivery for library staff and organizations since 2003. We work with individuals to build essential skills for their work in libraries, and work with organizations to ensure that they're delivering leading-edge and cost-effective staff development or continuing education programs.

Contact us at info@webjunction.org if you'd like to learn more about our competencies, our customized learning communities or our custom course catalogs.

WebJunction is supported in part by OCLC, grants from the Bill & Melinda Gates Foundation and the Institute for Museum and Library Services, partners in state library agencies and other library systems and organizations, and by the library community. Launched in 2003, WebJunction is based in Seattle, Washington, and Dublin, Ohio. More information is available at www.webjunction.org.

About OCLC

Founded in 1967 and headquartered in Dublin, Ohio, OCLC is a nonprofit library service and research organization that has provided computer-based cataloging, reference, resource sharing, eContent, preservation, library management and Web services to 69,000 libraries in 112 countries and territories. OCLC and its member libraries worldwide have created and maintain WorldCat, the world's richest online resource for finding library materials. Search WorldCat.org on the Web at www.worldcat.org. For more information, visit www.oclc.org.

Library Management Competencies

A successful library involves leadership and careful management. The management perspective starts at the big picture level, establishing goals and objectives, planning for implementation, determining value and promoting community and stakeholder relationships.

There is so much overlap among the tasks related to managing a library that it is difficult to separate them into mutually exclusive buckets. If something seems to be missing in one of these competency sections, it's likely that it is covered in another section.

Budget & Funding

While libraries face stagnant or reduced budgets, the demand for library services increases. The ability to prioritize assumes high importance and must be based on solid numbers and processes. Due to the wide variety of funding structures for libraries, these competencies are more general than specific. The Budget competencies are interrelated with most other competency areas.

Competency: Budget & Funding	Understands and employs basic budget and finance concepts and terminology
Associated Skills and Knowledge	▪ Understands and utilizes established accounting practices and procedures ▪ Develops and evaluates the library budget in alignment with short and long range goals and objectives ▪ Understands and applies federal, state and local financial laws and regulations ▪ Works with the library board to develop members' understanding of the library finances, including the budget process
Competency: Budget & Funding	Establishes effective financial management processes and services, using sound business and financial judgment
Associated Skills and Knowledge	▪ Monitors economic trends and other fiscal issues for potential impact on the library ▪ Conducts short-, medium- and long-range fiscal planning ▪ Conducts financial analysis to identify costs, risks and alternatives, including cost-reduction and value enhancements ▪ Monitors the progress of contracts for library materials and services ▪ Promotes and justifies the library's needs to funding authorities ▪ Assesses needs and develops plans for capital improvement projects

Competency: Budget & Funding	Identifies and pursues multiple funding sources for the library
Associated Skills and Knowledge	▪ Identifies sources for grant funding and writes effective grant applications ▪ Conducts capital campaigns ▪ Develops strategies for additional funding sources ▪ Works with Library Foundation and Friends of the Library groups to generate private-sector support and to cultivate and solicit private donors

Community Relations

Fundamentally, the library directors and leaders have to believe in the value of the library and its services in order to demonstrate its value to the community and form strategic relationships to promote the vitality of the library.

Competency: Community Relations	Demonstrates the impact and value of the library to the community through ongoing evaluation and assessment of library services
Associated Skills and Knowledge	▪ Employs evidence-based management to demonstrate the value of the library ▪ Uses appropriate business and management approaches to communicate the library's value to decision makers ▪ Understands data collection, research and analysis methods ▪ Identifies sources and tools for gathering the best available data (both quantitative and qualitative), including systems to manage library data and generate reports ▪ Performs outcome-based evaluations to measure the effect of the programs and service on various user groups ▪ Observes benchmarks and consults with comparable organizations
Competency: Community Relations	Builds support for the library, using the most appropriate methods among a variety of groups
Associated Skills and Knowledge	▪ Communicates the value of library services, products and policies to library management, library staff, key stakeholders, user groups and the community ▪ Leverages community to build support at the local, state and national levels, both for ongoing library services and special one-time campaigns ▪ Leverages participation in organizations to promote library initiatives ▪ Identifies and enlists strategic partners to obtain support for the library ▪ Demonstrates strong communication skills to deliver a clear and coherent message ▪ Promotes the library as a center of lifelong learning for the community

Competency: Community Relations	Maintains positive public relations through communication and promotion of the library's values, services, accomplishments and needs to all stakeholders
Associated Skills and Knowledge	- Understands the relationship of the library to others within the governmental organization - Sets policies and practices for clear communication of the library's message to staff, library users, the community, the library board, local and state government, and to funding agencies - Maintains visibility in the community by joining and networking with organizations that promote libraries and librarianship - Provides information about library services and products in multiple mediums, including print and electronic (Web), in accordance with the marketing plan - Enhances the library's message by speaking publicly at library programs and throughout the community - Develops relationships with media representatives, community leaders and decision makers
Competency: Community Relations	Forms strategic partnerships with community organizations
Associated Skills and Knowledge	- Identifies potential partners and opportunities and articulates the mutual advantages of partnership - Develops and leverages collaborative relationships to facilitate the accomplishment of the library's goals - Provides leadership to build effective relationships and coordinate efforts between internal and external stakeholders - Sustains partner relationships for future opportunities

Facilities

The significance of the library as "place" underscores the importance of atmosphere, usability and safety in the physical environment for your community.

Competency: Facilities	Creates a welcoming and user-friendly physical environment that encourages all community members to use library services
Associated Skills and Knowledge	- Understands space planning issues, including the application of ADA requirements to the physical space and equipment - Plans for new or updated facilities to meet current and future community needs - Understands the impact of the physical elements in the library on user satisfaction and emotional response - Monitors the use of facilities and makes changes to improve the user's experience

Competency: Facilities	Creates and maintains a healthy and safe environment for library personnel and users
Associated Skills and Knowledge	- Understands the scope of building operations and addresses maintenance issues with appropriate inspections and upkeep - Addresses safety issues through appropriate maintenance and adequate information provided to staff

Laws, Policies & Procedures

Well-written policies and procedures, based on sound legal footings, help all levels of staff to be consistent in their relationships with users, colleagues and other stakeholders.

Competency: Laws, Policies & Procedures	Understands, applies and explains applicable laws
Associated Skills and Knowledge	- Understands and applies state and federal laws that pertain directly to libraries and to public entities in general - Maintains awareness of current policy and legislative initiatives that may impact library services and administration - Understands and applies intellectual freedom and civil rights laws - Understands and applies copyright and intellectual property laws - Understands and applies laws and policies governing confidentiality and rights to privacy - Understands and implements the American Disabilities Act (ADA) and state and local regulations where appropriate
Competency: Laws, Policies & Procedures	Develops policies and procedures based on the library's mission and user needs to guide efficient and effective library operations (see also: Technology: Systems & IT > Technology Planning)
Associated Skills and Knowledge	- Develops and updates policies in collaboration with other departments, institutions, regional systems and larger organizations, such as State Libraries - Understands liability and legal issues pertaining to policy and procedure development - Explains the rationale underlying library laws, policies and procedures and seeks staff and user feedback during policies and procedures development - Understands the relationship between library policies and customer service - Continuously evaluates the needs for new or revised policies and procedures

Competency: Laws, Policies & Procedures	Creates policies and practices to ensure safety and security
Associated Skills and Knowledge	▪ Creates and regularly evaluates emergency response policies and procedures and prepares staff to respond appropriately ▪ Maintains up-to-date policies/procedures for staff communication and crises communication ▪ Creates and regularly evaluates disaster preparedness and recovery plans for library resources and equipment

Marketing

Relying on past reputation and word-of-mouth appreciation from users may not be enough to ensure survival in the face of dwindling tax or government support. Effective marketing can overcome misconceptions, get the community involved and attract new audiences.

Competency: Marketing	Understands and applies marketing theory and practices
Associated Skills and Knowledge	▪ Understands the basic principles of marketing and how they apply to library services ▪ Conducts research to assess marketing landscape and to determine current position among similar businesses and organizations ▪ Conducts a SWOT analysis to determine the strengths, weaknesses, opportunities and threats ▪ Conducts periodic review of the community for opportunities to align needs with library services ▪ Identifies, analyzes and prioritizes target markets and audiences, and determines how best to promote library services that can effectively serve them
Competency: Marketing	Develops, implements and evaluates an ongoing marketing plan for the library
Associated Skills and Knowledge	▪ Sets measurable market goals and objectives, including brand strategy ▪ Highlights programming objectives that affect the overall marketing of the library ▪ Develops consistent promotion and distribution strategies to meet the goals and objectives based on the analysis of target audiences ▪ Creates graphics standards, style guide, and consistent print and electronic visual communication standards ▪ Provides marketing training (how to talk to media, how to promote services, etc.) for all staff, board members and other key stakeholders ▪ Implements the marketing efforts, maintaining records and clear communication with staff and stakeholders ▪ Evaluates the effectiveness of the strategies and revises as necessary

Organizational Leadership

While library services involve many roles and staff members, the guidance and driving force originate with the director or manager. Examination of any dynamic and successful library will usually reveal an effective and energetic leader at the top.

Competency: Organizational Leadership	Uses leadership skills to provide vision and guidance to library staff, board members and the community
Associated Skills and Knowledge	- Articulates the mission, vision and values of the library organization - Aligns the library with, and is supportive of, the strategic directions and needs of the community - Defines and communicates the library's goals and objectives aligned with the library's mission and vision - Evaluates and revises if necessary the library's mission, vision, value statements and strategic plan - Understands the social, political and economic context in which the library exists - Models accountability for quality and timeliness of work and reliability in achieving excellent results
Competency: Organizational Leadership	Contributes effective strategies and decisions regarding library services and resources
Associated Skills and Knowledge	- Understands the library's strengths, weaknesses, opportunities and challenges - Recommends adopting, modifying or eliminating services, based on the best available evidence - Prepares for and responds to crises and unanticipated events
Competency: Organizational Leadership	Provides effective leadership of all stakeholders and teams
Associated Skills and Knowledge	- Keeps current with new approaches to team behavior and applies that knowledge to help achieve organizational goals and objectives - Builds trust relationships with all stakeholders and establishes appropriate procedures to keep informed of and respond to issues - Delegates decision-making authority and task allocation appropriately to maximize the effectiveness of organizational and individual efforts - Secures and allocates resources to assure stakeholders' accomplishment of tasks and responsibilities - Manages meetings and meeting participants effectively and practices consensus-building skills

Competency: Organizational Leadership	Applies change management to assure effective implementation of change and acceptance by all stakeholders
Associated Skills and Knowledge	■ Remains open to new ideas, keeps current on trends and issues, and seeks and sponsors innovations ■ Recognizes the benefits of change and understands the principles, processes and responsibilities for managing organizational change ■ Involves appropriate parties in planning, implementing and evaluating change ■ Prepares staff, Library Board, users and other stakeholders for change through effective communication to raise awareness, build commitment and ensure understanding ■ Anticipates change-resistant behavior (fear, conflict, negativity, complacency) and applies strategies to address it

Personnel Management

Productive performance by its personnel is the backbone of a successful library. Whether or not you prefer the term Human Resources Management, the strategic oversight of your workforce is key to achieving the library's mission and goals.

Competency: Personnel Management	Contributes to a productive workforce through effective recruitment and selection
Associated Skills and Knowledge	■ Develops and applies consistent and effective interviewing techniques ■ Makes hiring decisions based on sound evaluation methods ■ Understands and complies with employment laws and regulations that impact recruiting and hiring ■ Understands and complies with library policies and procedures that impact recruiting and hiring ■ Values a diverse workforce and recruits for diversity
Competency: Personnel Management	Leads and empowers employees to deliver effective, high-quality library service
Associated Skills and Knowledge	■ Fosters and facilitates a collaborative environment based on a shared vision ■ Models enthusiasm and commitment and energizes staff to meet defined goals ■ Communicates clearly and regularly with staff about library, government or major community changes that may affect them ■ Promotes teamwork among staff and promotes team-building practices ■ Ensures that diversity needs are respected and supported in HR processes ■ Recognizes staff achievements through formal and informal methods

Competency: Personnel Management	Establishes effective strategies for performance management
Associated Skills and Knowledge	■ Establishes clear performance expectations linked to the library's strategies and priorities, with appropriate levels of quantity and quality of work ■ Enables staff to strive for continuously higher standards of performance ■ Provides appropriate tools, resources and authority to support performance expectations ■ Establishes methods for review and evaluation of performance and holds all staff accountable to meet performance expectations ■ Provides constructive feedback and takes timely and consistent corrective/disciplinary action when appropriate
Competency: Personnel Management	Understands and applies legal standards and requirements for performance management
Associated Skills and Knowledge	■ Understands and complies with employment laws and regulations that impact performance management ■ Understands and ensures compliance with human resources policies and procedures ■ Promotes effective labor relations and maintains a productive working relationship with employees and their representatives ■ Understands contract negotiation and administration ■ Understands a variety of problem-solving techniques and applies them to dispute resolution
Competency: Personnel Management	Works appropriately with consultants and volunteers
Associated Skills and Knowledge	■ Develops and applies consistent practices for hiring consultants and recruiting volunteers ■ Articulates the need for consultants and/or volunteers and defines clear roles and responsibilities ■ Develops and administers contracts ■ Provides effective training and supervision of volunteers

Project Management

The multiplicity of factors involved in managing any library project demands an organized approach. Basic project management skills enable the process for coordinating people, time, money and deliverables.

Competency: Project Management	Employs sound project management principles and procedures in the planning and implementation of programs and services
Associated Skills and Knowledge	- Understands the basic principles and procedures of project management - Defines outcomes and expectations based on user requirements and needs - Develops support for projects that implement library goals and objectives - Uses resources efficiently and manages effectively within budget limits
Competency: Project Management	Leads work teams with clear direction and effective communication
Associated Skills and Knowledge	- Conducts strategic selection of team members - Develops a work plan with tasks, timeframes, milestones, resources and realistic deadlines - Anticipates potential problems, sets controls and contingency plans, and responds effectively to resolve barriers
Competency: Project Management	Monitors and evaluates projects and uses the results for project improvement
Associated Skills and Knowledge	- Establishes processes for collecting, documenting and reporting data - Monitors project progress and evaluates performance to ensure quality and quantity standards are met - Fulfills legal or project requirements for compliance, record keeping and reporting - Analyzes and identifies dissemination strategies, and reports project data and outcomes to stakeholders

Staff Training & Development

Staff development continues to be one of the most important needs in libraries. From the smallest library to the largest, training staff has become critical to meeting the library's mission within the changing landscape.

Technically, this is a subset of Personnel (HR) Management, but it is called out separately due to the primary focus that WebJunction places on this set of competencies.

Competency: Staff Training	Establish strategies and long-range initiatives to create a learning environment within the library
Associated Skills and Knowledge	- Promotes the importance of continuing staff development and provides appropriate opportunities - Understands how the learning function for library staff relates to the provision of quality library service - Creates a culture that enables both formal and informal learning processes in the workplace - Promotes a performance-based culture that aligns learning goals and objectives with desired outcomes - Fosters staff growth and opportunity through mentoring
Competency: Staff Training	Plans for and supports staff career development opportunities
Associated Skills and Knowledge	- Conducts assessment of staff to analyze training needs - Correlates training needs with identified internal and external changes that impact the library - Utilizes competency-based or other methods for assessing staff skills and supporting career development opportunities - Conducts and summarizes a job task analysis - Creates development plans for staff to gain necessary competencies (knowledge, skills, abilities, behavior, attitudes)
Competency: Staff Training	Develops and implements appropriate training strategies (for continuing education coordinators, staff training supervisors and trainers)
Associated Skills and Knowledge	- Understands and applies knowledge of adult learning theory - Designs training activities to meet the needs of targeted audiences and to support specific results - Develops and implements training solutions that focus on the learner and accommodate different learning styles - Understands the variety of instructional methods available, including e-learning and blended learning - Understands and applies instructional design concepts - Manages the learning environment for optimal participant experience and value

Competency: Staff Training	Develops effective methods to evaluate learning initiatives
Associated Skills and Knowledge	▪ Determines measures of success for all training strategies ▪ Employs multiple evaluation techniques ▪ Develops processes to evaluate transfer of learning to the workplace and achievement of targeted competencies ▪ Provides time and procedures to review and reinforce learning

Strategic Planning

A coherent overall plan that aligns with the library's goals and community needs will help the library provide successful programs and services.

Competency: Strategic Planning	Designs and implements an ongoing strategic planning process for the library
Associated Skills and Knowledge	▪ Develops strategic plans to align with and fulfill organizational goals ▪ Analyzes and investigates the needs of the community and environment to anticipate and predict changing trends and influences ▪ Involves stakeholder groups in the planning process and promotes the plan's value to the community ▪ Creates appropriate mission statement, goals, objectives and activities that reflect analysis of community needs ▪ Ensures that long-term goals and objectives align with daily decisions and operations
Competency: Strategic Planning	Performs ongoing evaluation to gauge the success of the strategic plan
Associated Skills and Knowledge	▪ Develops and applies appropriate methods to continually measure and ensure the quality and value of library services ▪ Modifies the strategic plan and redesigns processes as needed in response to ongoing analysis of community needs ▪ Monitors progress of service planning and provides follow-up, educational and accountability measures

Trustees & Friends

The Library Board (Trustees) plays a critical role in the governance of the library. Friends of the Library and Library Foundations provide vital support of the library, raising money and solidifying community relations. It is a primary responsibility of the director to enable the operation of these groups.

Competency: Trustees & Friends	Manages the relationship and communication with the Library Board (Trustees)
Associated Skills and Knowledge	- Understands the roles and relationships of the Library Board and the library administration - Practices strategic recruitment for new Board members - Provides orientation and ongoing training as needed for Board members - Provides timely and pertinent information and facilitates communication to support the Board's decision-making - Motivates the Board to assess and adopt policies that meet user needs - Motivates the Board to plan for the future needs of the library - Motivates the Board to promote the library in the community
Competency: Trustees & Friends	Understands and sustains the library's roles and relationships with the Friends of the Library and the Library Foundation
Associated Skills and Knowledge	- Recognizes the benefits derived from a Friends group or Library Foundation - Develops and monitors operating agreements between the library and the Friends group - Maintains ongoing communication about the library's planning process and evolving goals and needs

Personal/Interpersonal Competencies

These competencies are foundational, most of them transferable to any workplace. In most situations in life, your effectiveness is enhanced by clear communication, strong relationships, ethical behavior and the flexibility to be a leader, team player and lifelong learner.

These competencies are the underpinning of all the other sections of the Competency Index. Librarians and library staff who possess all of these qualities will build a vibrant and relevant library.

Communication

Clear and effective communication is the basis for success in your relations with co-workers, managers, users and all stakeholders. Communication competency is integral to customer service.

Competency: Communication	Communicates effectively using a variety of methods
Associated Skills and Knowledge	▪ Communicates openly and directly, both verbally and in writing ▪ Identifies issues and ideas to be communicated and provides information that is accurate and timely ▪ Presents ideas in a manner that is clear and concise, with an appropriate level of enthusiasm ▪ Demonstrates proficient writing skills (good grammar and sentence construction, accurate spelling, logical thought) ▪ Demonstrates proficient public-speaking skills (articulation, strong delivery, appropriate animation)
Competency: Communication	Communicates effectively with a variety of audiences and individuals from diverse backgrounds
Associated Skills and Knowledge	▪ Speaks and writes in a manner that is professional, welcoming and appropriate for all audiences ▪ Demonstrates understanding of the perceptions, perspectives and communication styles of each audience ▪ Fosters an inclusive, affirming and respectful climate for communication
Competency: Communication	Selects and applies the most appropriate and effective communication means to meet situational needs
Associated Skills and Knowledge	▪ Communicates effectively to obtain consensus, persuade, instruct and/or motivate ▪ Understands and practices techniques of active listening and asking open-ended questions ▪ Selects appropriate communication strategies to manage conflict constructively ▪ Demonstrates negotiation skills to secure beneficial outcomes

Customer Service

Customer service is every bit as important in the library as it is in the marketplace. While there are fundamental differences between library services and commercial services, the behaviors and expectations of the people you serve are universal.

Competency: Customer Service	Manages the library environment to enhance the user experience (see also: Library Management > Facilities)
Associated Skills and Knowledge	▪ Organizes the library's collections and work areas to appeal to users and to meet their needs ▪ Organizes physical elements in the library to create a positive and welcoming environment ▪ Addresses the physical or mental barriers that could prevent people from using the library
Competency: Customer Service	Develops and evaluates standards and practices for the delivery of quality customer service
Associated Skills and Knowledge	▪ Creates a customer service plan ▪ Anticipates and maintains awareness of users' needs and wants through customer service surveys, complaint logs and other means ▪ Analyzes input from users, evaluates the effectiveness of current services, and adjusts services and practices as applicable ▪ Uses effective training strategies to teach staff good customer service techniques ▪ Determines the relative needs of users, suppliers and library staff, and strives for balance in supporting them to achieve their goals
Competency: Customer Service	Applies customer service skills to enhance the level of user satisfaction
Associated Skills and Knowledge	▪ Treats users in a welcoming, professional manner and provides other staff with an example of positive customer service ▪ Acts as a goodwill ambassador for the library, promoting the library's values and services in all user interactions ▪ Demonstrates thorough knowledge of all aspects of the organization that impact users (mission and vision, policies and procedures, collections and services, and system-wide strategies) ▪ Recognizes, honors and responds appropriately to diversity and cultural differences
Competency: Customer Service	Applies effective techniques to address difficult situations with users
Associated Skills and Knowledge	▪ Encourages users to follow library policies; applies good judgment when deviating from official policies and procedures ▪ Deals with users' concerns efficiently and effectively ▪ Maintains a calm, professional manner in difficult situations and applies effective communication techniques

Ethics & Values

The library plays a crucial role in society and the community. Library ethics and values have been carefully formulated to fulfill the institution's commitments to the community and to guide the practice of everyone who works there.

Competency: Ethics & Values	Understands and acts in accordance with the basic values and ethics of library service
Associated Skills and Knowledge	• Understands the history of libraries and their role in society, both in general and in the particular community • Understands and adheres to the mission, values and vision of the library organization • Demonstrates familiarity with the Library Bill of Rights and the ALA Code of Ethics, and articulates the relevance to library service • Understands privacy issues and protects user confidentially • Understands and promotes intellectual freedom and freedom of information • Provides equitable services to all users • Recognizes, respects and addresses the diverse nature of the library's users and community

Interpersonal

Unless you work alone in a cave, you must interact productively with others in order to accomplish your own and your organization's goals. Master the interpersonal competencies and you have a recipe for success.

Competency: Interpersonal	Develops and maintains effective relationships with others to achieve common goals
Associated Skills and Knowledge	• Treats everyone with honesty, respect and fairness to build an environment of trust • Contributes to a collaborative, committed and collegial work environment • Pursues an understanding and embrace of individual and organizational diversity • Acknowledges own strengths and contributions, and recognizes the complementary strengths and contributions of others • Shares knowledge gained through professional discussions, conferences, formal courses and informal channels with colleagues • Gives and receives constructive feedback from coworkers, supervisors and users

Competency: Interpersonal	Works effectively in teams with strong team-building skills and attitudes
Associated Skills and Knowledge	▪ Contributes constructively to the achievement of the team's goals and objectives ▪ Contributes to a problem-solving environment and works toward mutually acceptable solutions, regardless of position or level ▪ Participates actively in information-gathering and decision-making in order to promote the best interests of the team ▪ Manages own and others' time effectively to deliver work on time ▪ Finds opportunities to help others to develop new ideas and achieve their full potential ▪ Gives or receives coaching or mentoring from team members as appropriate
Competency: Interpersonal	Applies effective strategies to manage organizational politics, conflict and difficult co-worker behaviors
Associated Skills and Knowledge	▪ Understands that organizations are inherently political (including libraries) and develops strategies to become an effective player ▪ Understands a variety of difficult behavior patterns and develops responses appropriate to each ▪ Routinely examines own behavior, accepts accountability for own actions and adjusts appropriately ▪ Understands and applies strategies for conflict resolution

Leadership & Project Management

It is not necessary to have "manager" in your title in order to exercise leadership or project management. There are many small to large opportunities to demonstrate leadership and build your skills through experience. Practicing good project management processes and approaches will score points with co-workers of all levels and positions.

Competency: Leadership & Project Management	Aligns efforts with the vision and direction of the organization
Associated Skills and Knowledge	▪ Demonstrates faith in the library's vision, works to achieve it and inspires others to do the same ▪ Identifies the appropriate opportunities, resources and timing to act in support of the library's vision and mission ▪ Works to meet or exceed goals by obtaining resources and support, and by eliminating obstacles

Competency: Leadership & Project Management	**Demonstrates an aptitude for leadership**
Associated Skills and Knowledge	▪ Actively pursues and accepts leadership roles and demonstrates ability to lead teams effectively ▪ Takes initiative, seeks new opportunities and challenges, and applies creative and innovative thinking ▪ Maintains a positive attitude and sets an example for others to follow, no matter what position is held in the library ▪ Fosters an environment based on integrity and high ethical standards ▪ Empowers others to take ownership in decision-making and problem-solving ▪ Researches trends in leadership skills and styles and applies new knowledge effectively
Competency: Leadership & Project Management	**Employs sound project management principles and procedures in the planning and implementation of programs and services (see also: Library Management > Project Management)**
Associated Skills and Knowledge	▪ Understands the basic principles and procedures of project management and the importance of applying them ▪ Defines outcomes and expectations based on user requirements and needs ▪ Develops support for projects that implement library goals and objectives ▪ Uses resources efficiently, prioritizes workflows and manages effectively within budget limits ▪ Demonstrates attention to detail ▪ Establishes processes for evaluating the effectiveness of the project and implementing improvements as appropriate ▪ Understands and fulfills legal or project requirements for compliance, record keeping and reporting
Competency: Leadership & Project Management	**Anticipates and adapts to change and challenges effectively**
Associated Skills and Knowledge	▪ Maintains the flexibility to accept change and to adapt with curiosity and enthusiasm ▪ Maintains a positive attitude in the face of challenges and unanticipated changes ▪ Anticipates future trends and recommends changes in priority or direction in alignment with organizational goals ▪ Explores and adopts new technologies for their potential to deliver new ideas, products and services ▪ Recommends and takes reasonable risks to test implementations of change

Learning & Personal Growth

No matter what position you occupy or what your employment future holds, an embrace of lifelong learning and continual improvement will enrich your professional path and your life.

Competency: Learning & Personal Growth	Manages the development of one's own career and ongoing improvement of skills and knowledge
Associated Skills and Knowledge	- Understands the importance of lifelong learning for all levels of library work and actively pursues personal and professional growth through continuing education - Formulates personal career goals, identifies learning needs and creates a learning plan to achieve them - Recognizes the value of professional networking and actively participates in professional associations - Understands and uses resources and strategies for keeping up with new ideas and technologies - Seeks opportunities to apply new knowledge and to share best practices, research and experiences with colleagues
Competency: Learning & Personal Growth	Pursues a commitment to personal growth and lifelong learning
Associated Skills and Knowledge	- Practices ongoing self improvement in response to feedback - Hones critical thinking skills - Supports self and others in pursuit of a balanced lifestyle - Seeks exposure to new ideas, both within and beyond the library field, and stretches beyond one's comfort zone - Pursues learning in multiple formats (including online) and practices self-directed learning

Public Services Competencies

All of the services that interface directly with the library's users come together under the heading of public services. These frontline staff anticipate and meet the needs of users in the most visible way. Fully supported by all the other sectors and departments, they work to provide the best possible programs and services to the library community.

Access Services

Access Services is like the circulatory system of the library body—it keeps materials flowing in, out and around in a well-regulated manner, striving to deliver the right item at the right time.

Competency: Access Services	Understands and performs the basic operations of the circulation function
Associated Skills and Knowledge	■ Demonstrates general knowledge of the library automation systems in use and specific knowledge of the operations that apply to circulation procedures ■ Performs circulation procedures for all library materials (check-in, check-out, renew, place holds, financial transactions, record keeping, etc.) ■ Accesses the OPAC (online catalog) and uses a variety of tactics to locate items in the collection (via subject heading, author, title, keyword searches, etc.) ■ Explains and performs intra- and interlibrary loan procedures, document delivery, resource sharing, reserves and other information retrieval options ■ Understands, explains and adheres to circulation and resource sharing policies and procedures, including copyright issues ■ Keeps current with changes in the automation systems and in circulation operations and policies ■ Performs procedures for shelving, shifting and shelf reading

Adult & Older Adult Services

Providing library services to the community is no trivial pursuit, given the diversity of needs and interests to be met. That door counts are up, circulation increasing and libraries thriving is a testament to the success of these services and programs and the competency of the people who make it happen.

Adult Services & Outreach

Competency: Adult Services & Outreach	Designs and implements library services to meet the needs and interests of the community
Associated Skills and Knowledge	- Uses a variety of ongoing methods to determine the interests of adults in the community (obtains demographic data, surveys users and non-users, follows current events, collects input from frontline staff, etc.) - Analyzes demographic and other data collected about the community and develops a wide variety of services to meet the needs and interests of target audiences - Identifies potential partner organizations within the institution or in the community that have compatible goals and objectives to serve adults, and develops cooperative services and programs to extend and enhance library service - Aligns all services and programs with library policies and procedures - Evaluates all services, using appropriate evaluation strategies (evaluation forms, customer satisfaction surveys, input from frontline staff and other stakeholders, etc.), and uses the results to improve future services
Competency: Adult Services & Outreach	Defines and implements outreach services for the library community to increase use of library services and to reach underserved populations
Associated Skills and Knowledge	- Identifies individuals and groups not adequately served (those with disabilities, homebound, institutionalized, remote, non-English speaking, immigrant, low literacy, etc.) - Determines the particular needs of each target audience and designs a variety of programs and services appropriate to them - Identifies individuals and groups not currently served by the library, determines needs, develops programs and services, and promotes them to the non-users with targeted marketing - Aligns all outreach efforts with the library's overall goals and objectives - Determines the best means to deliver library services to remote users (mail, bookmobile, online, multimedia) appropriate to library resources - Designs programs and builds collections and information resources to meet the special language and literacy needs of the community - Collaborates with other community groups to meet the literacy needs of target audiences

Competency: Adult Services & Outreach	Uses Web tools and social networking communities to engage with and provide services to users (see also: Technology: Core Skills > Core Web tools and Technology: Systems & IT > Web Design & Development)
Associated Skills and Knowledge	- Understands and articulates the importance of engaging with users in non-traditional ways that extend beyond the physical library - Investigates and evaluates tools, and identifies those most applicable to the library's services and community needs (blogs, wikis, widgets/toolbars, social networks, other emerging online tools) - Determines objectives for enhancing library services and access, and acquires proficiency with selected tools to provide effective library services - Explores the potential of social networking to interact with users and meet their information needs - Assists users with setting up and using Web tools and participating in social networking communities - Understands the unique opportunities, norms and limitations of online engagement with users - Devises strategies to keep up with emerging tools and techniques, and connects with professional communities to seek and share best practices

Adult (General) Programming

Competency: Adult (General) Programming	Designs, implements and sponsors library programs that offer information, special skills or entertainment
Associated Skills and Knowledge	- Demonstrates ability to be creative, promote new ideas and identify a variety of tools and techniques to create interesting and engaging programs - Aligns programs with the library's goals and objectives and with the identified interests and needs of the community - Actively involves users in planning, implementing and evaluating programs - Promotes the library's programs to the community in coordination with marketing efforts - Develops programs to acknowledge and celebrate the cultural diversity of the community - Identifies program venues outside of the library - Coordinates with collection development efforts in support of programming - Evaluates programs, using appropriate evaluation strategies (evaluation forms, debrief with presenters, input from frontline staff, etc.), and uses results to improve future programming efforts

Competency: Adult (General) Programming	Develops and promotes gaming for adult programming
Associated Skills and Knowledge	▪ Understands and promotes the value of games and gaming as part of library programming for adults (educational and social value, cognitive stimulation, reaching underserved, etc.) ▪ Investigates the options for gaming programs (through research, benchmarking with similar organizations, consulting with colleagues, focus groups, etc.), and makes informed choices about games appropriate to the library's mission and means ▪ Determines objectives of adult gaming programs (e.g., bringing adults and teens together, improving computer literacy, etc.) ▪ Determines budget required to implement gaming programs and seeks to integrate gaming into the library's budget ▪ Coordinates with IT and other departments to address technology requirements for gaming ▪ Identifies a variety of games, creates interesting and engaging game-based programs, and invents creative ways to promote them to the target audiences ▪ Evaluates the outcomes of adult gaming programs and recommends improvements for future efforts

Older Adult Services & Programming

Given the large population of older adults, the extent of their leisure time, and their potential for contributing to library service, it only makes sense to provide a special focus on the competencies involved in serving this important audience.

Competency: Older Adult Services & Programming	Designs and implements library services to meet the needs and interests of older adults in the community
Associated Skills and Knowledge	▪ Analyzes demographic and other data collected about older adults in the community and develops a wide variety of services to meet the needs and interests of older adults and their families and caregivers ▪ Understands the range of older adults (baby boomers to the elderly) and identifies their particular needs and interests, acknowledging the range of skills, knowledge, strengths and limitations they bring to the library ▪ Partners with organizations within the institution or in the community that have compatible goals and objectives to serve older adults, and develops cooperative services and programs to extend and enhance older adult services ▪ Identifies and maintains regular communication with agencies, institutions and organizations serving older adults in the community ▪ Solicits and considers the opinions and requests of older adults when planning, implementing and evaluating programs and services

Competency: Older Adult Services & Programming	Defines and implements outreach services to increase older adults' use of library services and to reach underserved populations
Associated Skills and Knowledge	▪ Ensures that older adult audiences are included in the target audiences for the library's outreach efforts ▪ Identifies older adults who are unable to visit the library, determines their special needs for library resources, and determines the best means to deliver library services to them ▪ Understands and addresses specialized concerns of some older adult users (disliking change, loss of personal freedoms or controls, slow adopters of new technologies, etc.)
Competency: Older Adult Services & Programming	Designs, implements and sponsors library programs for older adults that offer information, special skills or entertainment
Associated Skills and Knowledge	▪ Acknowledges the knowledge and experience of older adults and provides opportunities for them to volunteer with the library ▪ Actively involves older adults in planning, implementing and evaluating programs ▪ Promotes the library's programs to the older adult community in coordination with marketing efforts ▪ Understands the potential of games to address particular needs of older adults (cognitive stimulation, social involvement, etc.) and identifies a variety of games and gaming programs to meet those needs

Readers' Advisory

Competency: Readers' Advisory	Assists users with choosing popular and recreational reading, viewing and listening choices
Associated Skills and Knowledge	▪ Demonstrates a broad knowledge of the library's collection and of a wide range of materials of interest to library readers ▪ Demonstrates the ability to read widely, formulate connections between resources, and converse with users about the resources ▪ Understands the theory of appeal, listens carefully to information elicited from the user and bases recommendations on an interpretation of what appeals to the user ▪ Identifies and recommends a selection of materials that align with what appeals to the user ▪ Creates booklists, read-alikes, read-arounds, book-talks, displays, electronic documents and other special tools to increase access to library resources and promote their use ▪ Uses Web tools (blogs, wikis, social networks) to encourage participation and contributions from readers ▪ Seeks feedback from readers on recommended materials and adjusts future recommendations accordingly

Competency: Readers' Advisory	Develops strategies and sources to stay well-informed as a readers' advisor
Associated Skills and Knowledge	▪ Identifies and uses a variety of online and print readers' advisory resources to identify materials ▪ Maintains an ongoing knowledge of major new authors, fiction genres, nonfiction subjects and current releases ▪ Keeps current with popular culture through a variety of channels ▪ Connects with professional communities to seek and share best practices for readers' advisory

Reference

Competency: Reference	Develops and maintains a collection of reference resources to meet community needs
Associated Skills and Knowledge	▪ Demonstrates knowledge of the reference collection, encompassing print and electronic, and in-house as well as applicable external resources ▪ Provides a variety of readily accessible reference resources that meet identified community needs ▪ Prepares bibliographies, subject collections and other user guides to resources in a variety of formats, and creates tutorials to help users navigate information sources ▪ Compiles and maintains information about community resources appropriate to users' needs ▪ Performs ongoing evaluation of the currency and usefulness of the reference collection and makes recommendations for acquisition or deselection
Competency: Reference	Facilitates library users' requests for information
Associated Skills and Knowledge	▪ Practices effective reference interviewing skills (soliciting additional input, gauging unstated needs, etc.) to best fulfill a user's actual needs ▪ Addresses the information-seeking behaviors and needs of users without bias across the spectrum of age, race, gender, ethnicity, ability or economic status ▪ Demonstrates strong interpersonal communication skills, including welcoming manner, active listening and nonjudgmental response ▪ Acknowledges users' knowledge and involves users as partners in seeking information and choosing resources ▪ Answers questions knowledgeably, providing information of an appropriate scope and reading level ▪ Evaluates the success of the reference service through feedback from staff, users and other stakeholders ▪ Identifies opportunities for instruction and empowers users to improve their own information-seeking ability

Competency: Reference	Provides search and retrieval of requested information and presents results that are clear and of appropriate scope
Associated Skills and Knowledge	- Identifies the best kind of resource (print, database, Web) to use to offer assistance - Understands and performs effective search queries, using multiple resources and search strategies - Continues the reference interview process with users to refine the search or topic as appropriate - Synthesizes information from a variety of resources and evaluates results for quality and accuracy - Customizes the answer to meet the user's specific needs and characteristics and ensures that the user understands the results - Recognizes the limits of library resources and refers users or questions to other libraries, individuals or agencies as appropriate - Understands the advantages and limitations of federated search

Children's Services

The library plays a very significant role in the lives and development of children and in the interactions with their families, schools and caregivers. Covering the territory from infancy to tweens requires a robust set of skills and knowledge.

(Note that these competencies build on the general adult competencies and other public services. Statements are included here only if they have a specific application to children.)

Children's Services & Outreach

Competency: Children's Services & Outreach	Designs and implements library services to meet the needs and interests of children in the community
Associated Skills and Knowledge	- Analyzes demographic and other data collected about the community and develops a wide variety of services to meet the needs and interests of children and their families and caregivers - Ensures that policies and procedures for children's services are aligned with federal, state and local law and with the library's policies and procedures - Provides services and spaces appropriate to the developmental needs of children - Solicits and considers the opinions and requests of children when planning, implementing and evaluating programs and services - Partners with organizations within the institution or in the community that have compatible goals and objectives to serve children, and develops cooperative services and programs to extend and enhance children's and family programs - Identifies and maintains regular communication with agencies, institutions and organizations serving children in the community

Competency: Children's Services & Outreach	**Articulates and communicates to stakeholders the needs of children to receive quality library service**
Associated Skills and Knowledge	■ Designs, implements and evaluates ongoing public relations directed toward children and their caregivers, with recognition of the diversity of the community ■ Models and promotes a welcoming, supportive and nonjudgmental attitude toward children and their families and caregivers ■ Promotes awareness of children's services to other staff members and contributes to their orientation and training in relation to the delivery of those services ■ Promotes awareness of children's services within the library governance structure and lobbies for inclusion in the library's plans and budget processes ■ Ensures that the needs of children are considered in overall library planning, including the application of ADA regulations and the appropriate access to resources and services
Competency: Children's Services & Outreach	**Defines and implements outreach services to increase children's and families' use of library services and to reach underserved populations**
Associated Skills and Knowledge	■ Identifies children (individuals and groups) underserved or not yet served (those with disabilities, home-schooled, institutionalized, remote, non-English speaking, low literacy, etc.) ■ Determines the particular needs of each target audience, designs a variety of programs and services to match their needs, and promotes them with targeted marketing ■ Establishes an environment in which children receive courteous service and are encouraged to use the library and participate in library programs
Competency: Children's Services & Outreach	**Works with parents, caregivers and other adults who serve children**
Associated Skills and Knowledge	■ Understands the importance of informing and coordinating with a variety of community members who work with children (parents, educators, daycare providers, etc.) ■ Builds and updates knowledge of available resources that may serve the needs of children, families and caregivers ■ Identifies the need to educate adults who care for children and offers a variety of resources to help them provide improved care and guidance

Competency: Children's Services & Outreach	Uses Web tools and social networking communities to engage with and provide age-appropriate services to children (see also: Technology: Core Skills > Core Web tools and Technology: Systems & IT > Web Design & Development)
Associated Skills and Knowledge	▪ Understands and articulates the importance of introducing children to age-appropriate online tools and environments ▪ Investigates Web tools and social networking communities oriented toward children, and evaluates them for their potential to enhance learning and meet information needs of children ▪ Understands the unique opportunities, norms and limitations of online engagement for children, and establishes guidelines for the use of social networking tools appropriate to the library setting and to the age groups ▪ Assists children in accessing online children's programs, using Web tools and participating in social networking communities

Information Resources for Children

Competency: Information Resources for Children	Builds a collection designed to meet the needs and interests of children
Associated Skills and Knowledge	▪ Applies knowledge of the community and solicited input from children, families and caregivers to build a children's collection that is diverse, current and relevant ▪ Demonstrates comprehensive knowledge of the library's children's and other relevant collections (subject ranges, age, size, level, strengths and shortcomings) and applies the knowledge to the decision-making process ▪ Demonstrates broad knowledge and appreciation of children's literature, including authors and publishers ▪ Establishes criteria for evaluation (content, educational value, entertainment value, literacy value, age-appropriateness, etc.) of children's materials in all genres and formats ▪ Evaluates, recommends and applies collection policies for children's materials consistent with the library's general collection development policies, including policies to handle challenges to materials ▪ Ensures that community information resources address the needs of children and their families and caregivers ▪ Displays and markets materials to be attractive and enjoyable to children, as well as convenient to use ▪ Ensures that the collection reflects the diversity of the community, and helps to familiarize children and their families with other perspectives (ethnic, racial, gender, socio-economic, sexual preference, etc.)

Competency: Information Resources for Children	Establishes and pursues strategies to stay informed about current and relevant information resources to meet children's evolving needs
Associated Skills and Knowledge	▪ Pursues a variety of information sources, including popular media, to keep current on topics relevant to children and families and to identify key changes in their needs and tastes ▪ Connects with children, families and others who work with children to stay informed about new materials, resources and technologies ▪ Maintains the quality and relevance of the collection through ongoing evaluation of the currency and physical condition, and recommends materials for acquisition or deselection
Competency: Information Resources for Children	Facilitates children's requests for information and provides accurate and appropriate answers
Associated Skills and Knowledge	▪ Understands and practices effective reference interviewing skills particular to soliciting actual and unstated needs and protecting the confidentiality of children ▪ Addresses the information-seeking behaviors and needs of children without bias across the spectrum of age, race, gender, ethnicity, ability or economic status; responds to questions regardless of their nature ▪ Identifies opportunities for instruction and empowers children to improve their own information-seeking ability ▪ Establishes effective measures to manage Internet and other electronic resources that provide children with appropriate access
Competency: Information Resources for Children	Connects children and their families and caregivers with resources that encourage reading
Associated Skills and Knowledge	▪ Creates booklists, read-alikes, read-arounds, book-talks, displays, electronic documents and other special tools to appeal to children ▪ Identifies and uses a variety of online and print children's readers' advisory resources to identify materials ▪ Maintains an ongoing knowledge of major new authors, fiction genres, nonfiction subjects and current releases, including media and genres of particular interest to children (magazines, manga, AV, etc.) ▪ Seeks input from children, families and caregivers to inform future recommendations ▪ Collaborates with families, schools and other community groups to promote reading and literacy to children ▪ Understands the theories of reading development for children (including early and emergent literacy) and the reading curriculum used by community schools

Competency: Children's Programming	Designs, implements and sponsors library programs that offer information, special skills or entertainment for children and their families and caregivers
Associated Skills and Knowledge	■ Uses a variety of methods to determine the interests and needs of children, families, caregivers and others who work with children in the community (obtains demographic data, surveys users and non-users; follows news and entertainment sources; collects input from frontline staff and community organizations that work with children, etc.) ■ Designs a wide variety of programs appropriate to the identified interests and developmental needs of children, recognizing the breadth of needs from very early childhood to tweens ■ Demonstrates creativity, openness to new ideas, knowledge of a variety of tools and techniques, and a sense of humor ■ Identifies program venues outside of the library that appeal to children ■ Evaluates all programs, soliciting feedback from children and families, and uses those results to improve future programs for children
Competency: Children's Programming	**Develops and promotes gaming programs for children and families**
Associated Skills and Knowledge	■ Understands and promotes the value of games for children (educational, cognitive stimulation, social value, reaching underserved, etc.) ■ Investigates the options for gaming programs (through research, benchmarking with similar organizations, consulting with parents and caregivers, etc.) and makes informed choices about age-appropriate games for children ■ Identifies a variety of games appropriate for children (board games, video games, group games, etc.), creates interesting and engaging game-based programs, and invents creative ways to promote them to the target audiences ■ Develops gaming programs to accomplish specified objectives (e.g., bringing families to the library, bridging cultural gaps, etc.) ■ Evaluates the outcomes of children's gaming programs, involves families and caregivers in the evaluation process, and recommends improvements for future efforts

Collection Development

A library's collection of materials is never static. New resources arrive continually; community needs and tastes change; obsolete materials must be purged. All of these decisions are deliberated, backed by thoughtful and coherent policy.

Competency: Collection Development	Builds and maintains a collection of resources in many formats based on a determination of community needs
Associated Skills and Knowledge	▪ Demonstrates comprehensive knowledge of the library's collection (subject ranges, age, size, level, strengths and shortcomings) and applies the knowledge to the decision-making process ▪ Demonstrates broad knowledge of authors, literature and publishers ▪ Consults a wide variety of sources and connects with other professionals to stay informed about new materials, resources and technologies, and their potential to deliver improved services or reach new target audiences ▪ Pursues a variety of information sources, including popular media, to keep current on topics relevant to library users ▪ Strives to build a collection that is diverse, current and relevant, one that reflects the ethnic diversity of the community and promotes cross-cultural understanding ▪ Assesses and responds to the community's changing needs and interests to inform the ongoing development of the collection
Competency: Collection Development	Establishes and applies selection and evaluation criteria to build a collection of high quality and relevant resources
Associated Skills and Knowledge	▪ Understands the acquisition and collection development processes and policies for the library ▪ Identifies and applies objective standards to evaluate the content of resources for accuracy and authority, and identifies any bias or point of view ▪ Selects and evaluates resources to assure their quality, pertinence, authenticity and inclusiveness ▪ Determines criteria for evaluating the format, access and presentation aspects of resources to inform selections appropriate to a range of ages and developmental stages ▪ Follows trends in traditional and digital publishing and gathers best practices of similar institutions ▪ Consults a variety of review sources, in combination with informed judgment and knowledge of the community, to evaluate materials ▪ Identifies and evaluates a variety of sources for materials, including commercial and non-commercial

Competency: Collection Development	Researches and designs systems and services to provide optimal access to resources
Associated Skills and Knowledge	- Organizes and effectively displays information so that it is meaningful and accessible to users - Determines and provides the appropriate mix of technologies, formats and delivery channels to meet the needs of a variety of users - Identifies any factors that impede the use of resources and communicates with the information resource designers about usability improvements - Collaborates with IT and other departments, acting as a user advocate, to develop, implement and evaluate new systems and services that better meet users' needs - Recognizes the special information access needs of user groups (those with disabilities, those with English as a second language, immigrants, etc.), and provides them with the best possible access appropriate to the library - Researches and assesses emerging technologies for improved delivery of information resources - Identifies opportunities to cooperate with other libraries, departments or community organizations to share information resources
Competency: Collection Development	Understands and establishes collection development policies and procedures
Associated Skills and Knowledge	- Evaluates, recommends and applies policies and procedures for identifying and selecting library materials in all formats - Insures that collection policies are consistent with the mission and broader policies of the library and the ALA Library Bill of Rights - Develops policies and procedures for handling challenges to library materials - Develops policies for weeding the collection, handling donations and gifts, and disposing of obsolete materials

Patron Training

Depending on the size of library, there may be management positions or whole departments responsible for development of patron training programs. No matter where the responsibility resides, patron training and the advancement of information literacy are crucial ways in which the library serves its community.

Competency: Patron Training	Develops training programs to build information literacy skills and to meet other educational needs of users
Associated Skills and Knowledge	- Understands the scope and the importance of information literacy (including computer and media literacy) and defines information literacy goals applicable to the institution - Defines desired outcomes for patron training programs and builds a curriculum to meet those outcomes - Identifies topics of importance and interest to library users by a variety of ongoing means (benchmarking with similar institutions, surveying users, collecting input from frontline staff, etc.) - Establishes a budget for patron training and promotes its value to the library's budget authorities - Identifies opportunities to partner with other departments or organizations to collaborate on training programs - Identifies opportunities for combining training for staff and users; understands the advantages and disadvantages of doing so - Identifies resources for training (technology, space and trainers) and coordinates with appropriate departments to obtain them - Understands and applies basic instructional design principles to design training - Identifies and manages trainers (staff, external, volunteers) and training materials (use external, create new, repurpose existing); manages scheduling of classes - Evaluates training programs, using the appropriate evaluation strategies (post-class evaluation forms, debrief with trainers, etc.) and uses results to improve future training content and delivery
Competency: Patron Training	Delivers formal training to fulfill objectives of the patron training programs
Associated Skills and Knowledge	- Articulates the library's objectives for training users - Selects the appropriate style and presentation methods for delivery of training, based on an understanding of adult learning principles - Prepares the learning environment, including set-up of computer labs - Practices effective training techniques (presents ideas clearly, employs interactivity, uses a variety of approaches to accommodate learning styles, actively listens to student input, etc.) - Fosters a positive learning atmosphere, one that respects and values diversity - Accepts feedback on effectiveness of training and seeks opportunities to improve techniques and behavior

Competency: Patron Training	Provides informal instruction and assistance to build skills of library users
Associated Skills and Knowledge	▪ Perceives needs of users for "just in time" learning and demonstrates readiness to assist at the level of need ▪ Identifies and makes available tutorials and other resources for users' self-paced learning ▪ Assists library users with searching the library's catalog and helps them develop the ability to recognize an information need, meet it and evaluate the results ▪ Recognizes a user's need for formal learning and identifies appropriate opportunities in the library's class schedule or through other community organizations
Competency: Patron Training	Assists users on the public access computers with learning basic technology skills
Associated Skills and Knowledge	▪ Instructs users in the use of the access, reservation, time and print management systems ▪ Understands and explains the security restrictions of the public computers and the user's options for saving files and "bookmarks" both temporarily and permanently ▪ Assists users in accessing and navigating the Internet, understanding common security protocols, locating resources, and downloading and saving files of all types ▪ Assists users with Web-based e-mail programs (sign up, create or reply to messages, manage contacts, attach files, identify spam and phishing messages)

Young Adult Services

Providing services and programs to young adults must be one of the most challenging and most rewarding efforts in the library. Working with teens involves flexibility, a solid sense of humor and the recognition that teens have valuable contributions to make to the library and to the community.

(Note that these competencies build on the general adult competencies and other public services. Statements are included here only if they have a specific application to the young adult population.)

Competency: Young Adult Services & Outreach	**Designs and implements library services to meet the needs and interests of the young adult community**
Associated Skills and Knowledge	- Analyzes demographic and other data collected about the community and develops a wide variety of services to meet the needs and interests of young adults - Ensures that policies and procedures for young adult services are aligned with federal, state and local law and with the library's policies and procedures - Provides services and spaces appropriate to the developmental needs of young adults - Involves young adults in planning, implementing and evaluating programs and services - Partners with organizations within the institution or in the community that have compatible goals and objectives to serve young adults, and develops cooperative services and programs to extend and enhance young adult programs
Competency: Young Adult Services & Outreach	**Articulates and communicates to stakeholders the needs of young adults to receive quality library service**
Associated Skills and Knowledge	- Designs, implements and evaluates (with teen involvement) ongoing public relations directed toward and recognizing the diversity of young adults - Models and promotes a welcoming, supportive and nonjudgmental attitude toward young adults - Promotes awareness of young adult services to other staff members and contributes to their orientation and training in relation to the delivery of young adult services - Promotes awareness of young adult services within the library governance structure and lobbies for inclusion in the library's plans and budget processes - Ensures that the needs of young adults are considered in overall library planning, including the application of ADA regulations and the full access to resources and services
Competency: Young Adult Services & Outreach	**Defines and implements outreach services to increase young adults' use of library services and to reach underserved populations**
Associated Skills and Knowledge	- Identifies young adult individuals and groups underserved or not yet served (those with disabilities, home-schooled, institutionalized, remote, non-English speaking, low literacy, etc.) - Determines the particular needs of each target audience, designs a variety of programs and services appropriate to them, and promotes them with targeted marketing - Establishes an environment in which young adults receive courteous service and are encouraged to use the library and participate in library programs

Competency: Young Adult Services & Outreach	Uses Web tools and social networking communities to engage with and provide services to young adults (see also: Technology: Core Skills > Core Web tools and Technology: Systems & IT > Web Design & Development)
Associated Skills and Knowledge	■ Understands and articulates the particular importance of engaging with young adults in nontraditional ways that extend beyond the physical library ■ Involves young adults in the investigation and evaluation of tools to identify those most applicable to the library's young adult services (blogs, wikis, widgets/toolbars, social networks, other emerging online tools) ■ Explores the potential of social networking to connect and interact with young adults and meet their information needs ■ Understands the unique opportunities, norms and limitations of online engagement with young adults, and establishes guidelines for the use of social networking tools appropriate to the library setting ■ Assists young adults with setting up and using Web tools and participating in social networking communities

Information Resources for Young Adults

Competency: Information Resources for Young Adults	Builds a collection designed to meet the needs and interests of young adults
Associated Skills and Knowledge	■ Applies knowledge of the community and solicited input from teens to build a young adult collection that is diverse, current and relevant ■ Demonstrates comprehensive knowledge of the library's young adult and other relevant collections (subject ranges, age, size, level, strengths and shortcomings) and applies the knowledge to the decision-making process ■ Demonstrates broad knowledge and appreciation of authors, literature and publishers of young adult literature ■ Establishes criteria for evaluation (content, educational value, entertainment value, literacy value, age-appropriateness, etc.) of young adult materials in all genres and formats ■ Ensures that community information resources address the needs of young adults and their families ■ Displays and markets materials to be attractive and enjoyable to young adults, as well as convenient to use ■ Ensures that the collection reflects the diversity of the community, and helps to familiarize young adults with other perspectives (ethnic, racial, gender, socio-economic, sexual preference, etc.)

Competency: Information Resources for Young Adults	**Establishes and pursues strategies to stay informed about current and relevant information resources to meet the young adult community's evolving needs**
Associated Skills and Knowledge	▪ Pursues a variety of information sources, including popular media, to keep current on topics relevant to young adults and to identify key changes in their needs and tastes ▪ Connects with teens and others who work with teens to stay informed about new materials, resources and technologies ▪ Maintains the quality and relevance of the collection through ongoing evaluation of the currency and physical condition, and recommends materials for acquisition or deselection
Competency: Information Resources for Young Adults	**Facilitates young adults' requests for information and provides accurate and appropriate answers**
Associated Skills and Knowledge	▪ Understands and practices effective reference interviewing skills particular to soliciting actual and unstated needs and protecting the confidentiality of young adults ▪ Addresses the information-seeking behaviors and needs of young adults without bias across the spectrum of age, race, gender, ethnicity, ability or economic status; responds to questions regardless of their nature ▪ Identifies opportunities for instruction and empowers young adults to improve their own information-seeking ability ▪ Establishes effective measures to manage Internet and other electronic resources that provide young adults with equal access
Competency: Information Resources for Young Adults	**Connects young adults and their families with resources that encourage reading**
Associated Skills and Knowledge	▪ Creates booklists, read-alikes, read-arounds, book-talks, displays, electronic documents and other special tools to appeal to young adults ▪ Identifies and uses a variety of online and print young adult readers' advisory resources to identify materials ▪ Maintains an ongoing knowledge of major new authors, fiction genres, nonfiction subjects and current releases, including media and genres of particular interest to young adults (magazines, manga, AV, etc.) ▪ Seeks input from young adults to inform future recommendations ▪ Collaborates with families, schools and other community groups to promote reading and literacy to young adults ▪ Understands the theories of reading development for young adults and the reading curriculum used by community schools

Young Adult Programming

Competency: Young Adult Programming	**Designs, implements and sponsors library programs that offer information, special skills or entertainment for young adults**
Associated Skills and Knowledge	▪ Uses a variety of methods to determine the interests and developmental needs of young adults in the community (obtains demographic data, surveys users and non-users, follows news and entertainment sources, collects input from frontline staff and community organizations that work with young adults, etc.) ▪ Involves teens in planning, implementing and evaluating programs ▪ Designs a wide variety of programs appropriate to the identified interests and developmental needs of young adults ▪ Demonstrates creativity, openness to new ideas, knowledge of a variety of tools and techniques, and a sense of humor ▪ Identifies program venues outside of the library that have young adult appeal ▪ Evaluates all programs and uses those results to improve future programs for young adults
Competency: Young Adult Programming	**Develops and promotes gaming for young adult programming**
Associated Skills and Knowledge	▪ Understands and promotes the value of games and gaming for young adults (educational, cognitive stimulation, social value, reaching underserved, etc.) ▪ Investigates the options for gaming programs (through research, benchmarking with similar organizations, consulting with teens, etc.), and makes informed choices about games appropriate to the young adult audiences ▪ Identifies a variety of games of particular interest to young adults, creates interesting and engaging game-based programs, and invents creative ways to promote them to the target audiences ▪ Develops gaming programs to accomplish specified objectives (e.g., increasing teen use of the library, bridging cultural gaps, etc.) ▪ Evaluates the outcomes of young adult gaming programs, involves teens in the evaluation process, and recommends improvements for future efforts

Technical Services Competencies

Those who work in Technical Services are involved in the full life cycle of information from its creation or acquisition through its destruction. This includes organizing, cataloging, dissemination and preservation. Because these functions interface with many other library operations, related competencies can be found in Public Services and Systems & IT.

Acquisition & Processing

Although this all happens behind the scenes, the more seamless the acquisition and processing of library materials is, the more satisfied the library user will be.

Competency: Acquisition & Processing	Manages the processes by which library materials are ordered, received and tracked
Associated Skills and Knowledge	■ Establishes procedures for ordering and handling all library resources for expedient availability to library users ■ Establishes appropriate and consistent procedures for the physical processing of library materials; understands the marketing value of proper preparation of library materials ■ Understands how publishers, vendors and other sources involved in the purchasing process affect the quality, costs and efficiencies of the end result ■ Develops strategies for keeping up with changes in publishers, vendors and other sources for purchasing library materials ■ Establishes procedures for acquiring a variety of materials (serials, periodicals, audiovisual materials, electronic media, government documents, gift materials and other formats) ■ Determines the most efficient, cost-effective and customer-centered means to acquire requested materials ■ Identifies and implements new technologies in processing ■ Establishes procedures for tracking materials and for negotiating resolutions for returns, incorrect orders, items not received and price discrepancies
Competency: Acquisition & Processing	Manages the expenditures and accounting for acquisitions
Associated Skills and Knowledge	■ Manages the allocation of the materials budget and negotiates the purchase and licensing of materials ■ Maintains accurate budgets and accounts, including encumbered funds as well as expended funds ■ Demonstrates proficiency with software programs appropriate for managing acquisitions accounts ■ Leverages partnerships with other libraries or organizations for discounted or cooperative purchasing options

Cataloging

The efforts of catalogers enable users to locate what they need in the library collections. As the world of information evolved from physical materials occupying physical places to digital resources in a multiplicity of formats, catalogers have adapted with richer metadata sets, linking repositories and institutions, and delivering resources in-person and remotely.

Competency: Cataloging	Catalogs all types of library materials according to relevant bibliographic control standards
Associated Skills and Knowledge	- Understands the general structure, relationships and relative importance of library catalog systems and software (OCLC, Library of Congress, RLIN, Dewey, Library of Congress Subject Heading, AACR2, MARC, Dublin Core, crosswalks and thesauri) - Applies relevant national and international bibliographic control standards (AACR2, MARC, Dublin Core, etc.) to organize materials and resources at a level appropriate for the library and the materials - Understands and uses the cataloging functions of integrated library systems - Understands and performs copy or original cataloging as needed, providing descriptive cataloging, classification and subject analysis appropriate to the content - Maintains authority control and provides appropriate references in the library's catalog - Applies in-depth knowledge of cataloging standards to assess bibliographic records for accuracy and completeness - Selects appropriate subject headings and call numbers for accurate identification and placement within the collection; understands the broader context (national and international) in which collections function - Uses cataloging tools and services available from bibliographic utilities; assesses and learns new tools promoted by bibliographic utilities
Competency: Cataloging	Manages the catalog to ensure that library users have optimal access to the collection
Associated Skills and Knowledge	- Understands the core purpose of the catalog to provide library users with the best possible access to the collection - Pursues knowledge of current library trends and innovations; identifies how they may impact bibliographic control and resource management and how they may be adopted to advantage - Identifies and learns new tools and technical skills that will improve cataloging productivity and enhance access to library resources - Articulates the need and works to provide bibliographic links in the catalog to electronic and other remote resources (see also: E-Resources Management competencies)

Collection Management

Although Technical Services personnel are seldom leading the selection of library materials, they play an intermediary role between collection development and the acquisition, dissemination and maintenance of resources (see also: Public Services > Collection Development).

Competency: Collection Management	Establishes procedures and resources to facilitate collection development
Associated Skills and Knowledge	▪ Understands the acquisition and collection development processes and policies for the library ▪ Assists in the identification and selection of library materials to be added to the collection ▪ Identifies special research and instructional needs and coordinates with teachers to provide access to materials (course packs, e-reserves, etc.) ▪ Evaluates data, including circulation statistics and requests, to determine the allotment of funds and to prioritize requests for formats and subject areas ▪ Determines the availability of electronic resources through statewide contracts or through regional consortia ▪ Follows trends in traditional and digital publishing and gathers best practices of similar institutions
Competency: Collection Management	Ensures that the collection is current, useful and in good condition
Associated Skills and Knowledge	▪ Defines criteria and establishes procedures to evaluate library materials for retention, replacement, duplication or deselection ▪ Conducts inventories of library materials, analyzes usage and maintains appropriate records in support of maintenance procedures ▪ Identifies items in need of repair and evaluates the cost effectiveness of repair, replacement and/or withdrawal ▪ Manages gifts to the collection, including relations with donors, appraisals of value, record-keeping and arrangements for long term stewardship ▪ Recognizes items of true historic value and recommends their preservation and conservation for this library or for another collection

E-Resource Management

E-resources have assumed such prominence in the world of information that some libraries have reduced their physical collections to a mere sliver. The management of e-resources introduces new challenges in terms of "ownership," budget priorities, distribution, access and more.

Competency: E-Resource Management	Develops and manages the library's collections of electronic resources and provides distributed access to them
Associated Skills and Knowledge	- Understands the concepts behind e-resource management systems and maintains awareness of available products - Selects, organizes and maintains the library's collection of e-resources - Gathers, maintains and provides reports on the library's subscriptions and/or purchases of e-resources (content coverage, usage rights, licenses, usage statistics, etc.) - Interprets usage data for electronic journal and database subscriptions and recommends adjustments to allocation of resources or renegotiation of license agreements - Evaluates, configures and maintains an OpenURL service for linking online resources to identifying services (A & I databases, catalogs, etc.) - Evaluates, implements and maintains metasearch tools for streamlined access to library resources - Understands and implements options for authenticated access to e-resources appropriate for the parent institution - Evaluates, configures and maintains services for restricting access to e-resources applicable within the institutional context (e.g., proxy service, single sign-on, Shibboleth, etc.)

Preservation

Preservation covers a wide range of activities: repairing the physical damage to well-used materials; transforming physical materials into digital format; or preserving the historic record or other notable resource collections.

Competency: Preservation	Establishes and implements appropriate techniques for the preservation and conservation of library materials
Associated Skills and Knowledge	- Understands preservation and conservation issues, including requirements for archival preservation and proper handling of materials - Identifies and applies appropriate methods and techniques for storage and conservation of all library materials - Applies timely and effective techniques for the repair and preservation of library materials in all formats - Identifies environmental factors that impact the condition of library materials and provides guidelines for addressing these factors - Understands and adheres to library policies for disaster preparedness and recovery of library materials

Competency: Preservation	Identifies, selects and maintains special collections
Associated Skills and Knowledge	▪ Demonstrates broad knowledge of the history of the book, rare books and book arts ▪ Identifies collections of historic value or special significance to the institution and articulates the value of building and maintaining the collections ▪ Identifies and applies special requirements for storage of materials that are of significant historic value (i.e., fragile, light-sensitive, monetarily valuable, etc.) ▪ Establishes policies and procedures to ensure the security of rare and valuable items
Competency: Preservation	Establishes and implements policies and procedures for digitization of library resources
Associated Skills and Knowledge	▪ Understands and articulates the value of providing digital access to the collections ▪ Understands the theory, processes, standards and best practices of digital creation, management, storage and preservation ▪ Identifies, procures and maintains digitization hardware and software and/or determines reasons and vendors for outsourcing digitization processes ▪ Manages digitization projects, including scope, costs, collaboration with other departments/institutions, timeline, delivery and promotion strategies

Technology Competencies: Core Skills

Now that technology has permeated all levels of the library's operations and services, every position requires some level of comfort with computers. This section defines a core of technology competency that all staff need in order to contribute to the overall effectiveness of the organization, whether they are behind the scenes or interacting with the public. (Note: see the Systems & IT category for comprehensive technology competencies.)

Core E-mail

Competency: Core E-mail	Performs basic functions of e-mail applications
Associated Skills and Knowledge	■ Receives, opens, forwards as needed, or deletes e-mail messages ■ Composes or replies to, addresses and sends e-mail messages ■ Sends, receives and saves attachments ■ Manages addresses/contacts ■ Creates folders and files messages for retrieval as needed ■ Identifies and uses Web-based e-mail programs as well as desktop e-mail applications
Competency: Core E-mail	Performs basic calendar operations and task management
Associated Skills and Knowledge	■ Creates, accepts and sets recurring appointments ■ Sets reminders for calendar items ■ Plans and schedules meetings and invites attendees ■ Creates and manages task lists

Core Hardware

Competency: Core Hardware	Understands and uses basic computer hardware and peripherals
Associated Skills and Knowledge	■ Understands basic technology terminology ■ Recognizes and understands the functions of basic computer components (computer, monitor, keyboard, mouse, power supply, printer) ■ Performs basic operations on computer hardware (plug in, start-up, shut-down, reboot, mouse functions, keyboard functions, uses headphones and speakers) ■ Recognizes common removable storage devices (CD or DVD disks, USB drives, floppy disk) and identifies the appropriate drives

	▪ Performs basic troubleshooting procedures for computer hardware and peripherals
	▪ Understands the set-up and use of data projectors and other audio-visual equipment used for library programming
	▪ Performs basic printer maintenance tasks (start-up, load paper and cartridges, clear paper jam)

Core Internet

Competency: Core Internet	Understands and uses the Internet and the World Wide Web
Associated Skills and Knowledge	▪ Understands the basic structure of the Internet and of the World Wide Web (Web sites and Web pages) ▪ Identifies and uses common browsers for accessing the Web; understands and uses URLs ▪ Uses common functions of Web browsers (navigation buttons, scroll, add "bookmarks" or "favorites," print) ▪ Downloads and saves files from the Internet, including image, audio and video ▪ Downloads e-books and audiobooks
Competency: Core Internet	Performs basic information searches
Associated Skills and Knowledge	▪ Identifies and uses search engines, Web directories and online databases ▪ Evaluates information for quality and credibility ▪ Demonstrates familiarity with a variety of search strategies (keyword, Boolean operators) ▪ Utilizes the Find feature to locate information on a Web page
Competency: Core Internet	Understands common security protocols related to Internet use
Associated Skills and Knowledge	▪ Understands the purpose of anti-virus and anti-spam software ▪ Identifies pop-up windows and blocks or allows them as necessary ▪ Understands the function of cookies ▪ Recognizes secure transaction sites and understands what type of activities are conducted there ▪ Understands and applies the library's computer and Internet usage policies (CIPA, privacy, security)

Core Operating Systems

Competency: Core Operating Systems	Understands and performs basic operating system functions
Associated Skills and Knowledge	▪ Performs basic operating system functions (logs on/logs off, launches programs from the desktop or menu, uses multiple open windows, deletes files) ▪ Performs common file and folder management tasks and recognizes common file extensions ▪ Performs basic computer maintenance tasks (e.g., empties "trash" or "recycle bin," restores files from trash, runs virus checks)

Core Software Applications

Competency: Core Software Applications	Understands and performs basic functions and tasks of common software programs
Associated Skills and Knowledge	▪ Identifies different types and uses of common software applications ▪ Performs the manipulations common to most applications (open/close, maximize, scroll, print, etc.) ▪ Understands and uses the features common to most applications (menus, toolbars, taskbar, Help menu, etc.) ▪ Performs basic procedures to address software application problems
Competency: Core Software Applications	Performs basic word processing operations
Associated Skills and Knowledge	▪ Creates, opens and saves or deletes files ▪ Selects, cuts, copies, pastes or deletes text ▪ Performs operations to structure, format and spell-check documents
Competency: Core Software Applications	Performs basic printing operations from common applications
Associated Skills and Knowledge	▪ Identifies printers available for a given workstation ▪ Identifies local versus networked printers ▪ Adjusts the set-up, previews print jobs and performs print operations

Core Web Tools

Competency: Core Web Tools	Understands and uses common social networking and online collaboration tools
Associated Skills and Knowledge	- Locates and reads blogs and listens to podcasts; demonstrates familiarity with micro-blogging (Twitter) - Demonstrates familiarity with RSS and uses feedreaders (Google Reader, Bloglines) or other means to manage feeds - Demonstrates familiarity with instant messaging tools (Meebo, Trillian, Skype), social networking sites (MySpace, Facebook, LinkedIn, Ning, SecondLife) and social bookmarking (Delicious, Diigo) - Demonstrates familiarity with photo-sharing (Flickr, ShutterFly), music-sharing (Last.fm, Pandora, iTunes) and video-sharing (YouTube) - Demonstrates familiarity with online file-sharing and collaboration tools (GoogleDocs, Zoho, wikis, LibraryThing, Slideshare) - Uses webconferencing programs for synchronous, online meetings or learning - Identifies and uses help menus, tutorials and support communities to acquire the necessary skills - Locates and follows information sources to stay informed of new technologies and social tools

Technology Competencies: Systems & IT

Beyond the core technology competencies, there is an increasing variety and complexity of technology systems that drive library operations. Depending on the size and type of library, there may be strict divisions between the responsibilities of IT staff and other library staff, or the line may be more indistinct as it is for "accidental" systems librarians in small libraries. Find the right combination of competencies from this compilation to meet the needs of your library.

Many aspects of Systems and IT involve management skills. See the Library Management Competencies set for project management, budgeting and organizational leadership skills

Digital Resource Technology

With so many of a library's resources in digital format, especially in larger academic libraries, there is a host of new skills and knowledge involved in creating or selecting, organizing, managing and providing access to these digital resources. It's an interdepartmental effort within the library, crossing divisions between cataloging, preservation, systems and technology. Project management is pervasive in these efforts (see also: Library Management > Project Management competencies).

Competency: Digital Resource Technology	Selects, organizes and maintains the library's collection of digital resources
Associated Skills and Knowledge	▪ Defines, selects and manages a digital asset management infrastructure that supports access to the digital content ▪ Establishes standards and best practices to assure effective retrieval of digital content ▪ Understands and applies appropriate metadata schemas (descriptive, administrative, technical, rights, etc.) and the standards for expressing and storing these data ▪ Demonstrates knowledge of multimedia file formats and of tools and processes available for digital file format conversion ▪ Demonstrates working knowledge of best practices for digitizing various media (text, image, audio, video) ▪ Defines and implements policies related to digital holdings, including collection, digital preservation, rights management, emergency plans, etc. ▪ Works collaboratively with enterprise systems, Web services, e-resource management and interface services personnel

Competency: Digital Resource Technology	Demonstrates working knowledge of programming languages applicable to digital resources
Associated Skills and Knowledge	▪ Demonstrates working knowledge of XML, XSLT, XML Schema ▪ Deploys XML-based APIs in integrating systems and services ▪ Demonstrates working knowledge of Web-based publishing tools and coding (see also: Web Design & Development competencies) ▪ Demonstrates working knowledge of Unix, relational database systems, METS and OAI ▪ Performs system monitoring, testing and debugging
Competency: Digital Resource Technology	**Develops and manages interface services to provide integrated access to the library's resources**
Associated Skills and Knowledge	▪ Pursues the integration of discovery interface systems with the ILS and other sources of bibliographic metadata ▪ Evaluates and implements federated search tools for streamlined access to library resources ▪ Understands the principles of usability and the protocols for user testing; develops and maintains a robust practice of user testing on all interfaces ▪ Pursues the integration of library resources with course management systems ▪ Experiments with new tools for the delivery of library resources and services to users regardless of location and preferred platform ▪ Defines and implements policies for resource delivery, authentication and identity management
Competency: Digital Resource Technology	**Pursues efforts to sustain and improve the digital resource systems and services**
Associated Skills and Knowledge	▪ Prepares the budget for support of digital resource technologies and in alignment with the library's overall budget ▪ Generates objective data for the evaluation of and ongoing redesign of user interfaces ▪ Investigates, evaluates and keeps abreast of new developments in digital library systems and services (repository software, metadata management, harvesting protocols, hosted services, etc.) ▪ Investigates and evaluates new developments in discovery interface systems in alignment with user behavior and expectations

Enterprise Computing

Many large libraries operate at the enterprise level of computing—a level of complexity introduced by the need to integrate multiple computer systems (including legacy systems) and networks and to accommodate access by a variety of remote users.

Competency: Enterprise Computing	Performs enterprise computing management to integrate computing systems across a large organization
Associated Skills and Knowledge	▪ Creates network connections among local area networks (LANs), mainframes and stand-alone computers, including legacy environments ▪ Understands the architecture and scale of the enterprise system ▪ Delivers hardware and software configurations for a variety of platforms and networks ▪ Performs life-cycle management of firmware and applications, upgrading or replacing as warranted ▪ Establishes and maintains an organization-wide e-mail system ▪ Understands and manages the complexities of operating system upgrades on servers and workstations as appropriate ▪ Manages multiple vendor relationships and licensing agreements ▪ Ensures password protection and data security across the organization ▪ Functions adeptly in basic programming and scripting languages ▪ Understands and practices the principles of project management (see also: Technology Planning and Library Management > Project Management competencies)
Competency: Enterprise Computing	Performs enterprise-level software management
Associated Skills and Knowledge	▪ Understands and practices software version management ▪ Defines schedules and implements software upgrade processes ▪ Understands enterprise systems in use in parent organization and integrates library systems and services where appropriate and efficient ▪ Understands principles of identity management and integrates library's need for authentication and authorization with parent institution's identity management system ▪ Understands and practices good code distribution by designing and implementing architectures that efficiently distribute processing across available computing resources ▪ Defines and manages processes to track incidents from receipt to resolution

Hardware

Every position in the library depends on the proper installation and reliable functioning of all of the computer equipment. The hardware is the skeletal structure on which all computing functions are hung.

Competency: Hardware	Installs, configures and maintains computer equipment and peripheral devices
Associated Skills and Knowledge	▪ Understands in detail the functions of the computer hardware, internal components, peripherals and external storage drives ▪ Performs advanced troubleshooting methodologies for computer hardware and peripherals ▪ Installs and configures a variety of computer components ▪ Understands hardware performance and the impact of individual components on performance ▪ Pursues the most effective and efficient ways to obtain technical support ▪ Isolates, identifies and articulates problems with hardware
Competency: Hardware	Installs, configures and maintains printers and scanners
Associated Skills and Knowledge	▪ Connects printers, adds printer drivers and configures properties ▪ Connects scanners, adds scanner drivers and configures properties ▪ Supports users' access to networked printers and scanners ▪ Isolates, identifies and articulates problems with printers and scanners

Networking & Security

The network is the electronic nerve center of the library's operations and its intricacy increases with every new technology and new security threat. It's a high-wire act to keep on top of it all.

Competency: Networking & Security	Installs, configures and maintains the library's local area networks (LAN)
Associated Skills and Knowledge	▪ Understands network terminology, protocols, addresses and ports ▪ Identifies and configures the key components for set-up of the local area network (LAN) ▪ Understands the infrastructure that supports the library's LAN and identifies site-specific network needs ▪ Identifies the options for network administration of hardware and software ▪ Understands core differences between workstation and server configurations ▪ Understands the operations of client/server and peer-to-peer networks, and the advantages of each ▪ Understands and applies the principles of user ID and account management schema and tools

Competency: Networking & Security	Understands and supports the library's telecommunications and wide area networks (WAN)
Associated Skills and Knowledge	▪ Understands the relationship between a LAN (local area network) and a WAN (wide area network) ▪ Assesses the library's overall Internet connectivity needs and works with appropriate agencies to ensure the long-term sustainability of high-speed connections that meet those needs ▪ Understands IP authentication and related software for secure network access ▪ Understands the basic concepts and terminology of telecommunications ▪ Understands the infrastructure that supports the library's telephony and wide area networks ▪ Identifies a library's site-specific telecommunication needs
Competency: Networking & Security	Installs, configures and maintains the library's wireless networks
Associated Skills and Knowledge	▪ Identifies the library's site-specific factors and their impact on wireless signal transmission ▪ Identifies the set-up options and the necessary equipment ▪ Installs and configures the wireless components ▪ Applies effective security protocols for all wireless networks ▪ Identifies equipment needs for individual computers
Competency: Networking & Security	Troubleshoots problems with the library's networks in order to maintain optimal operations for staff and users
Associated Skills and Knowledge	▪ Applies strategies to isolate, identify and articulate problems with networks ▪ Conducts effective technical support interviews ▪ Locates and uses manuals and FAQs, and contacts appropriate sources for further technical support
Competency: Networking & Security	Develops and implements practices for network security to ensure maximum protection of library systems and staff and user information
Associated Skills and Knowledge	▪ Understands network security architecture and protocols ▪ Understands hardware- and software-based security solutions ▪ Establishes a password management system and maintains secure passwords ▪ Identifies, addresses and communicates potential and real security and privacy threats related to computer and Internet use ▪ Identifies and develops a plan for regular and automated security maintenance tasks ▪ Consults appropriate sources to stay informed of emerging security threats and the most current strategies and tools

Operating & Automation Systems

Providing administration and support of the automation systems and the operating systems on the library computers and understanding the dependencies and workflows among systems are critical to maintaining a functional computing environment.

Competency: Operating & Automation Systems	Installs, configures and maintains all operating systems functioning in the library environment
Associated Skills and Knowledge	- Demonstrates general knowledge of operating systems available for use, including open-source and mobile systems - Selects, installs and configures appropriate operating systems - Understands the terminology, specifications and functions of the operating systems in use - Devises and executes a plan for operating system maintenance and update tasks - Troubleshoots problems with the operating systems - Devises and sustains effective back-up strategies - Understands and executes the process of imaging PCs - Manages the process for upgrading systems, including determining applications compatibility and planning data migration
Competency: Operating & Automation Systems	Demonstrates advanced understanding of the library automation systems (ILS)
Associated Skills and Knowledge	- Articulates the value and purpose of a library automation system - Understands the interrelationships and workflows of the various modules of the library's automation system (OPAC, circulation, cataloging, etc.) - Uses standard or customized reports from the automation system for management of library operations - Establishes procedures to ensure current backups and regular updates to the automation system; schedules overnight procedures and processes - Ensures process for maintaining a log of system failures and problems - Performs regular evaluations of the systems and communicates with the vendor on failure, problems and services - Demonstrates familiarity with operating and database systems used by the ILS

Public Access Computing

Computers for public use are among the main attractions that bring people into the library. Public computing has come a long way since its introduction in the mid-1990s. In addition to the foundational knowledge in the other technology sections, the public's use of computers puts extra and unique demands on the set-up of the hardware, software, networks and security.

Competency: Public Access Computing	Installs and configures the library's public access computers and networks to best meet the needs of library users
Associated Skills and Knowledge	▪ Determines the needs for public access computers, wireless access and programs ▪ Understands the nature of security threats to a public access system ▪ Selects and installs appropriate computer, networking and peripheral hardware for public use ▪ Installs and configures appropriate operating systems and software applications for public use ▪ Selects, installs and configures appropriate public access computer security measures ▪ Configures public networks to secure and isolate them from nonpublic computers and networks ▪ Selects, installs and configures access, bandwidth and content restriction measures as directed by library policy ▪ Identifies and implements options for reservation, time and print management systems ▪ Applies ADA recommendations for physical and electronic equipment ▪ Understands pros and cons of open-source vs. proprietary software and identifies solutions that best meet user needs within organizational resources
Competency: Public Access Computing	Maintains and troubleshoots the library's public computers, networks and security
Associated Skills and Knowledge	▪ Develops and executes plans for maintenance and update tasks of public computer hardware, operating systems, security and applications ▪ Tracks and maintains software licenses to ensure currency ▪ Keeps current of advances in tools and applications of benefit to users and determines the implications of deploying them on the public computers
Competency: Public Access Computing	Develops, implements and communicates policies and practices for public access computing
Associated Skills and Knowledge	▪ Establishes and publishes acceptable use policies for public access computers and wireless networks ▪ Understands filtering issues in relation to E-Rate and LSTA funds; installs and configures filters as necessary ▪ Understands the issues related to access to social networking sites and programs

Server Administration

The complexity of computer networks breeds an increasing array of servers to deliver particular services to users. It may be necessary to select, configure and/or maintain any of a variety of server types appropriate to the library's needs.

Competency: Server Administration	Configures and maintains the library's e-mail servers
Associated Skills and Knowledge	■ Understands the terminology and protocols of e-mail systems ■ Identifies and configures the key components for set-up of the e-mail server ■ Applies appropriate and effective security protocols for e-mail transmission
Competency: Server Administration	Configures and maintains the library's Web servers
Associated Skills and Knowledge	■ Understands the terminology and protocols of Web servers ■ Identifies and configures the key components for set-up of the Web server (including static and dynamic content, authentication, log files)
Competency: Server Administration	Configures and maintains the library's file servers
Associated Skills and Knowledge	■ Understands the terminology and protocols of file servers ■ Identifies and configures the key components for set-up of the file server (including storage, response time, access and security)
Competency: Server Administration	Configures and maintains the library's print servers
Associated Skills and Knowledge	■ Understands the terminology and protocols of print servers ■ Identifies and configures the key components for set-up of the print server to host shared printers and process print requests over a network

Competency: Server Administration	Configures and maintains the library's database servers
Associated Skills and Knowledge	▪ Understands the terminology and protocols of database servers ▪ Identifies and configures the key components for set-up of the database server

Competency: Server Administration	Configures and maintains the library's other servers as needed
Associated Skills and Knowledge	▪ Identifies and configures other server types as needed (DNS, fax server, game server, proxy server, sound server, Web feed server)

Software Applications

Many positions in the library require varying levels of proficiency with software applications, depending on which tasks need to be accomplished. In addition, there is a layer of administration necessary to ensure that software is properly installed, licensed and ready to run when a user needs it. (Note: The beginner-level competencies for word processing and e-mail are duplicated in the Core Technology set.)

Administration of Software Applications

Competency: Administration of Software Applications	Manages software applications for staff and other nonpublic computers
Associated Skills and Knowledge	▪ Evaluates and selects software applications appropriate for staff and other users ▪ Installs and configures software applications ▪ Isolates, identifies and articulates problems with software applications ▪ Understands and manages licensing for all software applications ▪ Understands the open-source options for software in libraries

Competency: Administration of Software Applications	Provides administration for optimum performance of database programs
Associated Skills and Knowledge	▪ Monitors and implements procedures to improve performance ▪ Implements measures to secure, back-up, restore and repair database information ▪ Implements methods for sharing database information

Database Application Proficiency

Competency: Database Application Proficiency	Demonstrates beginner-level proficiency with database applications
Associated Skills and Knowledge	▪ Designs a database to meet specified needs and identifies the data relationships ▪ Creates a basic database and accesses different views of the data ▪ Creates and modifies tables, relational tables and forms ▪ Runs basic queries and reports on data
Competency: Database Application Proficiency	Demonstrates intermediate to advanced proficiency with database applications
Associated Skills and Knowledge	▪ Applies advanced processes for retrieving and validating data ▪ Applies advanced manipulations of tables and forms ▪ Applies advanced methods for queries and reports on data

Document Management Program Proficiency

Competency: Document Management Program Proficiency	Demonstrates appropriate level of proficiency with document management programs (SharePoint, for example)
Associated Skills and Knowledge	▪ Understands the file and workspace structure of the document management system ▪ Adds new files, retrieves existing files, checks files in/out and edits files ▪ Understands and uses collaboration and information-sharing features

Electronic Publishing Program Proficiency

Competency: Electronic Publishing Program Proficiency	Demonstrates beginner-level proficiency with electronic publishing applications
Associated Skills and Knowledge	- Creates or opens files, chooses layouts and saves files - Inserts and manipulates text blocks and tables - Inserts and manipulates graphical shapes, images and clip art - Understands and applies the printing options
Competency: Electronic Publishing Program Proficiency	Demonstrates intermediate to advanced proficiency with electronic publishing applications
Associated Skills and Knowledge	- Works with page masters and advanced layout configurations - Applies advanced techniques to text blocks, tables, paths and graphics - Creates customized publications, including books with table of contents and index - Optimizes publications for a variety of output options, including the Web and commercial printing

E-mail Program Proficiency

Competency: E-mail Program Proficiency	Demonstrates beginner-level proficiency with e-mail programs
Associated Skills and Knowledge	- Receives, opens, forwards as needed or deletes e-mail messages - Composes or replies to, addresses and sends e-mail messages - Sends, receives and saves attachments - Manages addresses/contacts - Creates folders and files messages for retrieval as needed - Identifies and uses Web-based e-mail programs as well as desktop e-mail applications
Competency: E-mail Program Proficiency	Demonstrates intermediate proficiency with e-mail programs
Associated Skills and Knowledge	- Performs calendar operations to manage meetings and appointments - Configures rules, alerts and junk mail settings - Uses tasks, notes and journal features - Performs basic page set-up and print operations

Competency: E-mail Program Proficiency	Demonstrates advanced proficiency with e-mail programs
Associated Skills and Knowledge	▪ Manages e-mail archiving and data security ▪ Uses remote access, instant messaging, fax and voice-mail features ▪ Uses advanced features to manage contacts ▪ Uses advanced calendar features to manage meetings and group schedules ▪ Performs advanced printing operations

Photo-editing Program Proficiency

Competency: Photo-editing Program Proficiency	Demonstrates beginner-level proficiency with photo-editing programs
Associated Skills and Knowledge	▪ Opens, saves and prints images ▪ Resizes, crops, uses basic selection tools, and performs basic color and contrast adjustments ▪ Reverses changes made to an image
Competency: Photo-editing Program Proficiency	Demonstrates intermediate to advanced proficiency with photo-editing programs
Associated Skills and Knowledge	▪ Uses the array of tools in the toolbox and image adjustment options ▪ Uses a variety of detailed selection options ▪ Uses layers, creates montages and applies special effects ▪ Optimizes image for a variety of output options

Presentation Program Proficiency

Competency: Presentation Program Proficiency	Demonstrates beginner-level proficiency with presentation programs (Microsoft PowerPoint, for example)
Associated Skills and Knowledge	▪ Creates, opens, runs and saves a basic presentation slide set ▪ Applies slide designs, layouts and basic formatting ▪ Inserts images, clip art and charts and modifies as needed ▪ Understands and applies the printing options

Competency: Presentation Program Proficiency	Demonstrates intermediate to advanced proficiency with presentation programs
Associated Skills and Knowledge	▪ Creates and applies custom themes or templates and manages slide masters ▪ Applies slide transitions, custom animations and action buttons ▪ Applies advanced manipulation of images, clip art and charts ▪ Inserts hyperlinks, sound clips and video clips; records narration ▪ Optimizes presentations for a variety of output options, including the Web or automated kiosk display

Spreadsheet Program Proficiency

Competency: Spreadsheet Program Proficiency	Demonstrates beginner-level proficiency with spreadsheet programs
Associated Skills and Knowledge	▪ Understands the basic structure of workbooks, worksheets, rows and columns ▪ Enters, saves, edits, finds and replaces, and filters data and text ▪ Inserts rows, columns and worksheets ▪ Copies and moves cells and worksheets ▪ Applies basic formatting to cells
Competency: Spreadsheet Program Proficiency	Demonstrates intermediate proficiency with spreadsheet programs
Associated Skills and Knowledge	▪ Applies a variety of formatting options (number, date, etc.) ▪ Manages page settings, previews and print areas ▪ Inserts hyperlinks, objects and images ▪ Uses formulas and functions; finds maximum and minimum values ▪ Creates basic charts to display worksheet data
Competency: Spreadsheet Program Proficiency	Demonstrates advanced proficiency with spreadsheet programs
Associated Skills and Knowledge	▪ Applies advanced formulas and functions ▪ Performs advanced data analysis (pivot tables, pivot charts, goal seek, scenarios) ▪ Applies advanced number and condition formatting ▪ Applies advanced data management (sorts, filters and consolidates; applies mathematical, text and database functions) ▪ Creates, edits and runs macros ▪ Imports and exports data ▪ Applies validation, protection and collaboration options

Web-based Office Application Proficiency

Competency: Web-based Office Application Proficiency	Demonstrates proficiency with Web-based office applications for online collaboration
Associated Skills and Knowledge	▪ Understands the advantages of using Web-based applications for collaboration ▪ Identifies and selects appropriate online application tools (Google Apps, Zoho Apps, SlideShare, etc.) ▪ Identifies and uses help menus, tutorials and support communities to acquire the necessary skills

Web Site Design Program Proficiency

Competency: Web Site Design Program Proficiency	Demonstrates beginner-level proficiency with Web site design programs
Associated Skills and Knowledge	▪ Creates site, adds pages, imports, edits and organizes content ▪ Inserts and manipulates links, images, graphics and tables
Competency: Web Site Design Program Proficiency	Demonstrates intermediate to advanced proficiency with Web site design programs
Associated Skills and Knowledge	▪ Understands and applies Cascading Style Sheets (CSS) ▪ Adds interactive features and flash objects ▪ Performs advanced site testing, management and maintenance

Word Processing Program Proficiency

Competency: Word Processing Program Proficiency	Demonstrates beginner-level proficiency with word processing programs
Associated Skills and Knowledge	▪ Creates, opens and saves files ▪ Selects, cuts, copies, pastes or deletes text ▪ Performs operations to structure, format, spell-check and print documents
Competency: Word Processing Program Proficiency	Demonstrates intermediate proficiency with word processing programs
Associated Skills and Knowledge	▪ Inserts header, footer and page numbers ▪ Inserts and formats columns and tables ▪ Creates and applies styles ▪ Inserts and manipulates images, charts and graphs ▪ Formats and prints envelopes and labels
Competency: Word Processing Program Proficiency	Demonstrates advanced proficiency with word processing programs
Associated Skills and Knowledge	▪ Creates and uses master documents ▪ Creates and formats footnotes, endnotes and a table of contents ▪ Uses advanced features for formatting pages and tables ▪ Creates and uses macros, forms, frames and controls ▪ Understands and uses document security and collaboration features

Technology Planning

Technology planning is closely tied to other competency areas. The planning process is all about project management but with the demands of IT factored in; purchasing is entwined with budget and finance but informed by technical expertise. Everyone agrees technology planning is critical in today's library.

Competency: Technology Planning	Formulates and implements an ongoing technology planning process
Associated Skills and Knowledge	- Identifies key players to form a productive technology planning team and orients the team with pertinent and current information and training - Collects relevant data (inventories of hardware and software, licensing requirements, subscription fees, upgrade and replacement requirements) and defines the criteria for upgrading or purchasing new equipment - Evaluates opportunities and requirements for expanded or new technology-based services - Establishes clear priorities for technology plans that align with the library's ongoing operations and strategic plan and the needs of the library users - Establishes sources and contacts (both inside and outside the library sphere) to keep abreast of emerging technologies and how they impact library technology planning - Balances risk-taking with realism and alignment with library's priorities
Competency: Technology Planning	Develops and maintains a library technology plan that meets current and future needs of the library community
Associated Skills and Knowledge	- Investigates and analyzes the needs of the community and environment to understand current and future needs and trends - Creates appropriate goals, objectives and activities that reflect analysis of community needs - Strives for compatible and stable systems and configurations for maximum reliability - Develops and applies evaluation measures that gauge the success of the plan - Anticipates and predicts changes, trends and influences to effectively allocate resources and implement appropriate library technology initiatives - Incorporates ergonomics into technology facilities planning (placement of computer components, table height, chair adjustments)

Competency: Technology Planning	Develops strategies and processes for purchasing technology for the library
Associated Skills and Knowledge	▪ Prepares the budget for purchase recommendations based on the technology plan, factoring in total cost of ownership ▪ Adheres to the library's established rules and procedures for purchasing, including procurement rules and bidding processes ▪ Prepares a Request for Proposal (RFP) to support sound purchase decisions ▪ Identifies and negotiates with technology vendors to obtain products and equipment that best meet the needs of the users ▪ Leverages consortia and statewide procurement options ▪ Maintains accurate records of transactions, specifications and standards ▪ Understands the processes for and implications of applying for government funding programs (E-Rate, LSTA, Universal Service discounts)

Technology Policies

Fairness, efficiency, security and more depend on the clear definition and application of policies for technology use. See Library Management > Laws, Policies & Procedures for general library policy competencies.

Competency: Technology Policies	Creates, evaluates and implements policies and procedures for library technology
Associated Skills and Knowledge	▪ Establishes network usage policies that balance convenience and usability with security concerns and wise stewardship of resources ▪ Articulates and applies library policies on privacy, intellectual freedom and filtering as they relate to technology access and use ▪ Seeks staff and stakeholder feedback during policies and procedures development ▪ Explains the rationale underlying library technology policies and procedures and communicates effectively in nontechnical language ▪ Continuously evaluates the needs for new or revised policies and procedures relative to changing technologies ▪ Develops, reviews and maintains technology procedure manuals ▪ Creates and regularly evaluates disaster preparedness and recovery plans for library technology

Technology Training

There is a continual need for instruction as technology deployment intensifies in the library. Those who "get it" are in the best position to help those who don't. Seizing opportunities for informal knowledge exchange can often deliver the just-in-time learning that will ultimately provide better service to the library user.

Competency: Technology Training	Provides training for staff and users on library technologies (see also: Library Management > Staff Training & Development)
Associated Skills and Knowledge	▪ Articulates and demonstrates technical concepts and procedures to all levels of staff ▪ Assesses technology trends that will affect the library and its users and advises all appropriate stakeholders in the organization ▪ Aligns technology training with the library's overall objectives and efforts for staff and user training ▪ Develops and delivers training events, following principles of learning theory and interactivity ▪ Assists staff and public users in the use of software applications ▪ Identifies resources available to users for instruction and training on software applications ▪ Provides opportunities for staff to explore new technologies in the library environment

Web Design & Development

Library Web sites range from simple to complex, but they all share an awareness of how important it is in today's Web-enabled world to connect with the library community through the Internet.

Competency: Web Design & Development	Designs a Web site for the library to provide virtual, 24/7 access to a portion of library services
Associated Skills and Knowledge	▪ Understands the concept of a virtual branch and the importance of having a Web site for the library ▪ Understands the basic criteria for designing and hosting Web sites ▪ Designs the user interface according to principles of usability and accessibility
Competency: Web Design & Development	Implements and updates the library Web site
Associated Skills and Knowledge	▪ Demonstrates proficiency with content management and/or Web site management systems ▪ Demonstrates proficiency with Web site design software (see also: Software Applications > Web Design Programs) ▪ Understands and applies the basic elements of HTML code ▪ Understands the function of CSS and style sheets ▪ Investigates emerging technologies for their potential to enhance delivery of information and services through the Web site

Competency: Web Design & Development	Applies advanced Web technologies to the development of a library Web site
Associated Skills and Knowledge	▪ Understands the architecture, protocols and terminology of the Internet ▪ Uses appropriate scripting languages and applies standards for creating valid code to add functionality to the Web site ▪ Evaluates and selects appropriate Web site management software ▪ Writes code to ensure the usability and accessibility of the user interface ▪ Understands and applies design parameters for Web site display on mobile devices ▪ Understands and employs multimedia formats ▪ Builds dynamic pages with database integration ▪ Sets up and monitors tracking of site statistics
Competency: Web Design & Development	**Implements and manages the library's presence on the Web to place the library's services in the path of the users**
Associated Skills and Knowledge	▪ Understands the importance of having a Web presence beyond the library Web site ▪ Investigates and develops the library's presence on social networking sites (Facebook, LinkedIn, Eventful, etc.) ▪ Evaluates and implements widgets and other tools for extending online access to library content
Competency: Web Design & Development	**Demonstrates proficiency with video and audio production programs**
Associated Skills and Knowledge	▪ Records, transfers and edits video or audio files ▪ Understands format options for video or audio files ▪ Stores and displays video or audio files

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WebJunction's vision is to be *the* place where the worldwide library profession gathers to build the knowledge, skills, and support they need to power relevant, vibrant libraries. Our mission is to bridge the barriers to learning by providing open, affordable online learning communities.

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