

Access/Circulation/Reserves

Typical activities of these units:

Staffing, supervising, and operating the circulation and/or reserve desk at a library. Charging and discharging materials on-line or manually. Recalling wanted or overdue books. Renewing books. Managing a retrieval/notification/hold system for Harvard Depository items. Providing basic directional information. Verifying call numbers and holdings using HOLLIS. Administering the library's policies regarding loans, fines, and replacements. This intensive work requires direct contact with library users in person, on the telephone and by e-mail. Completing routine work and meeting deadlines while also responding to sudden, unforeseeable demands is expected of these public service staff.

For course reserves, items from a library's collection as well as items supplied by faculty members or purchased on their behalf are placed in a separate circulating collection. Coordination between course reserves staff and faculty members, students, and library staff who order and process materials is required. The work is time sensitive and requires strict policy enforcement. Management of copyright compliance is also required.

Some libraries administer an access or privileges program that registers alumni and library users who are not affiliated with Harvard. This process includes interviewing applicants for privileges, assigning them to the appropriate category and assessing the appropriate fee, based upon interpretation of the library's policies. Because Harvard is decentralized and its libraries are so attractive to outsiders, this time consuming activity is spread across a number of libraries.

Other activities often administered by circulation include photocopier and printer maintenance, patron exit and entry control, and stack maintenance/shelving.

Typical responsibilities of exempt staff:

Scheduling, training and supervising casual, student and regular staff members are essential activities. Degree of responsibility for hiring, evaluating and counseling staff increases with grade. These individuals manage a public service operation seven days a week, often utilizing two shifts to include evening hours. The larger the library, the greater the likelihood that at least one exempt staff member will be responsible for an important area like privileges or reserves. Some libraries are large enough to have an Access Department which includes sub-units for Circulation and other activities like Shelving. When more than two or three of these discreet operations report to one person, he or she usually has an MLS and is most likely a grade 58 or above.

Library Job Family Functional Specialist

5/97

The creation and revision of policies is a constant activity, as is their clear articulation to staff and users. Enforcing policies often requires negotiating with users and deciding when and which exceptions to make. These individuals also typically manage and manipulate on-line data, manage projects, and perform cost benefit studies.

Within privileges programs, making referrals to alternative collections is also common. Knowing the policies of other Harvard libraries is important, as is knowing alternative collections to which to make referrals. A knowledge of current consortial and depository obligations is also essential in order to comply with agreements the library has made.

Audio-Visual/Media

Typical activities of these units:

Production and playback of video, audio, film, and slides related to classes or other presentations. Managing the audio and video collections of a library or a faculty. Performing, recording, and organizing oral histories, especially in coordination with an archival collection. Setting up conference or meeting equipment, such as microphones for sound and for audio recording, overhead projectors, computer and slide projectors, and video projectors or recorders. Running video conferences. Organizing, overseeing, and providing access to materials produced and acquired. Managing and scheduling production staff, facilities, equipment, and playback facilities. Staff are hired by faculty members, sponsors of meetings or conferences, etc. to operate equipment and produce media.

Typical responsibilities of exempt staff:

Scheduling, training and supervising staff who are engaged in daily production activities in the classroom. Degree of responsibility for hiring, evaluating and counseling staff increases with grade. May be responsible for scheduling equipment use, with or without fees. Experience and certification in technology or media production are typical qualifications at grades 56 and above.

At higher grades, the MLS is an additional qualification. These individuals are responsible for selecting non-book materials appropriate for a library's collection along with developing and providing the technology needed to view or experience the selection. Further work in organizing and cataloging a media collection may be expected. Writing and defending proposals for funding of original media productions is expected from some librarians in this area, as is working together with faculty members to create media projects.

Interlibrary Loan/Document Delivery

Typical activities of these units:

Lending to and borrowing materials from libraries outside of Harvard. (During 1996-97 a pilot program supporting electronically generated requests for loans between Harvard libraries was initiated. ILL staff managed this project in some libraries.) Using both manual and automated processes, such as the ILL sub-systems of OCLC and RLIN, document delivery utilities like ARIEL and commercial suppliers to locate and request materials. Administering formal consortial agreements locally or worldwide that support lending or borrowing without transaction fees as well as other, less formal partnerships. In some libraries, operating special faculty document delivery services which offer proxy borrowing, photocopying, delivery to a campus office, perfection of citations, on-line searching, etc.

Conducting reference interviews with clients in order to clarify requests. Searching HULPR and other catalogs to verify citations. Checking library stacks and circulation records to determine the availability of requested material. Billing outside borrowers. Shipping and receiving materials. Flagging items for repair or binding. Coordinating rush processing with Cataloging, Acquisitions and Binding.

ILL is one library operation which tracks what users want, which places it in the position of generating numerous statistics. As access to materials becomes as important as ownership, these units develop new media and methodologies to meet demand for externally held materials.

Typical responsibilities of exempt staff:

Scheduling, training and supervising casual, student and regular staff. Degree of responsibility for hiring, evaluating and counseling staff increases with grade. Supplying data for collection development analysis that contributes to decisions about what a library will purchase and what it will borrow. Conducting cost benefit studies for administrators who are considering the issues of ownership vs. access. Managing projects, testing equipment, and managing copyright compliance.

Materials Conservation and Preservation

Typical activities of these units:

Restoring, repairing, and binding library materials. Rebacking, recasing, or rebinding in leather, calf, cloth, or paper. Deacidifying, mending, making protective enclosures. Labeling books and other materials with call numbers and property stamps. Sending books to the bindery. Managing bindery shipments in an out and returning items properly labeled to library shelves. Microfilming, scanning, or digitizing materials for preservation or

distribution. Managing recovering from water and fire damage as well as from long-term “slow fires” found in high-pulp deteriorating book papers. Educating staff and students in the proper care, handling, and storage of library materials. Consulting with Harvard and non-Harvard libraries on pest and environmental control.

Typical responsibilities of exempt staff:

Scheduling, training and supervising staff who handle processes like labeling and bindery shipments. Degree of responsibility for hiring, evaluating and counseling staff increases with grade. Responsible for the overall environmental protection of books and other library materials. Organizing, applying for grants and administering projects where unique materials are microfilmed for preservation or commercial sales. Developing new initiatives for digitizing certain materials, perhaps in alliance with manuscript curators. Preservation exempts are likely to hold an MLS and have specialized knowledge regarding the proper temperature and humidity levels for the storage of paper, microformats, electronic resources, and magnetic media.

Conservators are most typically individual contributors responsible for remedial or anticipatory treatment of library materials for long term storage and preservation. They have specialized technical knowledge and, often, certification in conservation science as well as in librarianship. Conservators apply scientific principles to deacidify materials, to repair damaged items, and to create proper containers for damaged items in fragile condition. Most of their work is currently dedicated to paper and film/fiche. The future will involve them in the conservation of electromagnetic resources as this science develops.

Preservation and conservation exempts evaluate materials for treatment and are required to assess needs and priorities. They apply professional judgment based upon scientific knowledge.

Serials/Acquisitions/Receipts/Gifts & Exchange

Typical activities of these units:

Ordering, payment/acknowledgment and check-in of books, serials and non-book materials purchased from many different commercial vendors and individual dealers worldwide or received as gifts or deposits. Maintaining subscriptions and purchasing plans. Managing gift processing and exchange programs with other libraries and/or foreign governments. Administering government depository programs according to specified

financial or other obligations. Claiming lost or missing material and ordering replacements. Managing fund accounting. Coordinating purchasing with bibliographers and Collection Development. Dealing with members of the book trade.

Typical responsibilities of exempt staff:

Scheduling, training and supervising staff who acquire and receive library materials. Degree of responsibility for hiring, evaluating and counseling staff increases with grade. Creating new serial records in HULPR. Solving complicated subscription problems. Managing purchases, payments, budgets, and inventory ranging in value from thousands to millions of dollars. Administering endowed funds, some with specific restrictions, in addition to regular funds. Maintaining accurate accounting records to assure the proper expenditure of funds. Managing the security of newly acquired materials.

The larger the library's materials acquisition budget and collection program, the more complicated and specialized the responsibility of the individual becomes.

Stacks and Materials/Harvard Depository

Typical activities of these units:

Shelving, reshelving and planning material shelving arrangements. Searching for missing books, shelfreading, and returning materials in a timely manner to the shelf in public stacks as well as in storage areas in a variety of on-campus and off-campus locations and environmental conditions. In the case of HD, receiving, processing, retrieving, and delivering materials requested by telephone, fax, and HOLLIS generated e-mail is also routine.

Typical responsibilities of exempt staff:

Scheduling, training and supervising student, casual and regular staff who shelve materials. Degree of responsibility for hiring, evaluating and counseling staff increases with grade. Managing projects, reporting statistics, and planning stack layouts and book moves. Except for the HD director, most exempts in stack management report up through the circulation and access services department of a library. Their impact on library users' daily experience is direct and visible.

LIBRARY JOB FAMILY - FUNCTIONAL SPECIALIST MATRIX

11/01/97

Level	Function/role	Experience/scope	Common Activities
55	<p>Functional Specialist (individual contributor)</p> <p>May coordinate section or unit within a library or HUL department</p>	<p><i>Minimum Requirement:</i> Bachelor's degree plus 1-2 years experience. Special Certification in specialty area may be required (e.g., binding)</p> <p><i>Typical Requirements:</i> Requires basic knowledge of a functional specialty, including technical language of the specialty</p> <p>May require solid working knowledge with one or more foreign language</p> <p>Solid written, verbal, and listening skills</p>	<p><i>Level of Autonomy</i></p> <ul style="list-style-type: none"> ● Works under general supervision in small work unit, applying standard instructions, policies and procedures ● Contributes to work planning process and sets own priorities within responsibilities <p><i>Communication</i></p> <ul style="list-style-type: none"> ● Assign tasks, evaluate performance, and explain problems and procedures to support staff, student, or casual within the work unit and to interact with customers on a daily basis ● Basic training of support staff, student and casual is a regular activity <p><i>Impact and Scope</i></p> <ul style="list-style-type: none"> ● Most decisions are made within existing guidelines and have impact on daily operations within work unit <p><i>Problem Solving/Decision Making</i></p> <ul style="list-style-type: none"> ● Typically addresses well-defined, day-today operational problems and uses judgment to identify solutions based on established precedents ● May be asked to contribute information used in solving problems within the work unit ● Applies standard instructions, policies and procedures; improves instructions/procedures within established guidelines ● May compile and organize data for budget management ● May expend budgeted fund for standard expenses (e.g., casual payroll, supplies, etc.) ● May supervise support staff, student and casual employees

LIBRARY JOB FAMILY - FUNCTIONAL SPECIALIST MATRIX

11/01/97

Level	Function/role	Experience/scope	Common Activities
56	<p>Functional Specialist Librarian</p> <p>Serves as a resource person within library department or program in area of functional specialty</p> <p>May coordinate or supervise a unit within a medium or large library or HUL department</p>	<p><i>Minimum Requirement:</i> MLS or comparable graduate degree (e.g., M.S. in Library Conservation)</p> <p align="center">(or)</p> <p>equivalent training and experience (e.g., formal apprenticeship, internship, or certificate program)</p> <p>plus 2-4 years' relevant experience</p> <p><i>Typical Requirements:</i> Requires solid working knowledge of functional specialty including technical language of the specialty</p> <p>May require solid working knowledge of one or more foreign language</p>	<p><i>Level of Autonomy</i></p> <ul style="list-style-type: none"> ● Works under supervision of section department head or in medium or large library ● Contributes to work planning process and sets and adjusts priorities for tasks for self and those supervised (if applicable) <p><i>Communication</i></p> <ul style="list-style-type: none"> ● Effective written, verbal, and listening skills are required to assign tasks, evaluate performance, explain problems and procedures, and exchange information with others on issues that affect the operation and the performance of the unit/department ● Trains staff in daily processes and procedures <p><i>Impact and Scope</i></p> <ul style="list-style-type: none"> ● Work may involve significant interactions with external patrons and customers (faculty, staff, students, vendors, suppliers, other academic institutions, etc.) ● Most decisions are made within broad guidelines and have impact on daily operations within the library or library unit ● Manages daily operations ensuring that all activities are accomplished in a timely and cost-effective manner <p><i>Problem Solving/Decision Making</i></p> <ul style="list-style-type: none"> ● Addresses normal, day-to-day operational problems but also identifies key operational/service problems and uses judgment to identify solutions within established guidelines ● Contributes information used in solving complex problems within the work unit. May be asked to develop solutions to moderately complex problems ● Interprets and applies established policies and procedures as well as improving procedures within broad guidelines

LIBRARY JOB FAMILY - FUNCTIONAL SPECIALIST MATRIX

11/01/97

Level	Function/role	Experience/scope	Common Activities
56 (cont)			<p><i>Problem Solving/Decision Making (cont.)</i></p> <ul style="list-style-type: none"> ● May assist in monitoring budget by gathering, analyzing, and interpreting data ● May approve expenses and monitor budgets within defined limits <p><i>Planning/Leadership</i></p> <ul style="list-style-type: none"> ● Prepares detailed work plans both for the daily activities of the specialized service and for related projects ● Balances priorities among multiple tasks ● May supervise support staff. May oversee large numbers of student and casual staff. Provides on-the-job training

LIBRARY JOB FAMILY - FUNCTIONAL SPECIALIST MATRIX

11/01/97

Level	Function/role	Experience/scope	Common Activities
57	<p>Experienced Functional Specialist Librarian</p> <p>Serves as a resource person within library division or department in area of functional specialty</p> <p>May manage coordinate, supervise, or manage a section or team in a medium or large library or in a HUL department</p>	<p><i>Minimum Requirement:</i> MLS or equivalent education or experience (e.g., M.S. in Library Conservation) plus 2-4 years' relevant experience</p> <p>2nd specialized advanced degree may be preferred (e.g., MS, JD, MD, MBA, etc.)</p> <p><i>Typical Requirements:</i> Requires advanced knowledge of procedures and policies used in functional specialty area including technical language of the specialty</p> <p>May require advanced knowledge of one or more foreign language</p> <p>May require supervisory experience</p> <p>Highly developed written, verbal, and listening skills</p>	<p><i>Level of Autonomy</i></p> <ul style="list-style-type: none"> ● Works under general direction of department head in medium or large library ● Priorities and deadlines may be assigned, but considerable procedural freedom is expected ● Develops methods for accomplishing major goals and reports results as appropriate <p><i>Communication</i></p> <ul style="list-style-type: none"> ● Present complex information to others such as describing complex tasks, explaining unusual or difficult problems and procedures, etc. ● Communication skills such as mediation, and consensus-building, are used regularly ● Regularly trains staff in routine as well as complex or advanced processes and procedures ● Training faculty, staff, student, and others in the informed use of HOLLIS is routine at this level ● May serve on short term committees within the library designed to develop and implement solutions (e.g., search committees and task groups) <p><i>Impact and Scope</i></p> <ul style="list-style-type: none"> ● Fully accountable for operational unit or section ● Partnerships with internal/external patrons/customers (faculty, staff, students) are used to assess needs and establish and prioritize goals for action ● Defines and manages priorities, procedures and workflow for library section or team ● Advises others on issues which affect the area of specialization or which may have a major impact on the work unit.

LIBRARY JOB FAMILY - FUNCTIONAL SPECIALIST MATRIX

11/01/97

Level	Function/role	Experience/scope	Common Activities
57 (cont.)			<p><i>Problem Solving/Decision Making</i></p> <ul style="list-style-type: none"> ● Problem solving is common activity. Typically engaged in fact-finding to solve problems ● Investigates, documents, and recommends cost-effective solutions to complex or uncommon problems ● May develop budget for small library or library section or unit ● May approve expenses and monitor budgets within defined limits ● Investigates, documents, and recommends cost-effective solutions to complex or uncommon problems <p><i>Planning/Leadership</i></p> <ul style="list-style-type: none"> ● Prepares detailed work plan and periodically prioritizes and prepares for daily activities ● Responsible for planning, providing, coordinating, and/or controlling the specialized service including long-term planning of an operation, project, or service ● Frequently moves between multiple tasks; balancing conflicting priorities is a major challenge at this level ● Ensures that contractual obligations related to sponsored research project (e.g., preservation projects) and labor unions supervision are met. ● May supervise professional staff or staff at various levels. Gives guidance and direction to support staff, oversees work, and is responsible for hiring/assigning activities to students, casual, and regular staff ● Is able to articulate library's mission and communicate how the unit/department fits within the organizational structure of the home faculty particularly in terms of the functional specialty

LIBRARY JOB FAMILY - FUNCTIONAL SPECIALIST MATRIX

11/01/97

Level	Function/role	Experience/scope	Common Activities
58	<p>Senior Functional Specialist Librarian</p> <p>Serves as a resource person across/between departments or libraries in area of functional specialty</p> <p>May manage a department in medium or large library</p> <p>May manage a section or team in an extra large library or HUL department</p>	<p><i>Minimum Requirement:</i> MLS or equivalent education or experience (e.g., M.S. in Library Conservation) plus 4-6 years' relevant experience</p> <p>2nd masters degree may be preferred (e.g., MS, JD, MD, MBA, etc.)</p> <p><i>Typical Requirements:</i> Requires advanced knowledge of procedures and policies used in functional specialty area including technical language of the specialty</p> <p>May require advanced knowledge of one or more foreign language</p> <p>May require budgetary and supervisory experience</p> <p>Highly developed written, verbal, and listening skills</p>	<p><i>Level of Autonomy</i></p> <ul style="list-style-type: none"> ● Works with minimal guidance and freedom to implement procedures to accomplish goals of library department or section ● Exercises considerable judgment and discretion with broad latitude for interpreting and applying guidelines <p><i>Communication</i></p> <ul style="list-style-type: none"> ● Convey complex information to staff and customers ● May be required to interpret administrative actions to staff and staff actions to administration ● Communication skills such as consensus-building, clarity, and mediation are used frequently ● Develops and maintains strong working relationships with patrons, customers and colleagues both inside and outside of Harvard ● Mentor; models appropriate work behaviors ● Delivers highly involved training, coordinates work in complex patterns and provides counseling/motivation to insure organizational goals are met ● May utilize languages other than English in bibliographic interpretation and other exchanges with students, faculty, staff, and others

LIBRARY JOB FAMILY - FUNCTIONAL SPECIALIST MATRIX

11/01/97

Level	Function/role	Experience/scope	Common Activities
58 (cont.)			<p><i>Impact and Scope</i></p> <ul style="list-style-type: none"> ● Fully accountable for library program or department ● Collaborates/partners with colleagues in the area of specialization which may have an impact on programs and services of the library ● Develops and implements policies, procedures, services, and programs which may have impact on large service populations or multiple work units/departments ● Initiates change within section or department; consults on school-wide changes ● Decisions often require innovation and may have programmatic impact on department or across departments ● May assist in planning/managing a project with Faculty-wide and University-wide profile <p><i>Problem Solving/Decision Making</i></p> <ul style="list-style-type: none"> ● Identifies and develops solutions to complex problems; information is generally lacking and requires substantial research ● Exercises judgment and creativity to solve complex problems which may require new or revised policies, new or innovative uses of technology, etc. ● Plays lead role in solving departmental problems and in negotiating service issues between departments ● Exercises considerable professional judgment and discretion with broad latitude for interpreting and applying guidelines ● Develops and monitors budget for department or multiple work units. Approves expenses and monitors budgets within defined limits, and may approve expenditures of non-standard budgeted funds within specified limits

LIBRARY JOB FAMILY - FUNCTIONAL SPECIALIST MATRIX

11/01/97

Level	Function/role	Experience/scope	Common Activities
58 (cont.)			<p><i>Planning/Leadership</i></p> <ul style="list-style-type: none"> ● Develops strategies to accomplish department/program goals; provides direction and communicates priorities ● Develops/coordinates programs and services for library or department. Identifies impact of program changes on service delivery, formulates solutions ● May have primary responsibility for designing operational systems or procedures, and staffing and assists with long-term planning ● Manages multiple, often conflicting, priorities ● Participates on management team to implement library's mission. Planning takes into account local staffing ● Routinely hires, trains and evaluates professional, exempt, and support staff.

LIBRARY JOB FAMILY - FUNCTIONAL SPECIALIST MATRIX

11/01/97

Level	Function/role	Experience/scope	Common Activities
59	<p>Manages a department in large or extra large library or in a HUL department</p> <p>Serves as a resource person throughout HUL in area of functional specialty</p>	<p><i>Minimum requirement:</i> MLS or equivalent education or experience (e.g., M.S. in Library Conservation) plus 4-6 years' supervisory experience</p> <p>2nd specialized advanced degree may be preferred (e.g., MS, JD, MD, MBA, etc.)</p> <p><i>Typical Requirements:</i> Requires advanced knowledge of procedures and policies used in functional specialty area as well as solid working knowledge of other related specialties</p> <p>Budgetary experience may be required</p>	<p><i>Level of Autonomy</i></p> <ul style="list-style-type: none"> ● Works with minimal guidance and freedom to implement procedures to accomplish department or library goals ● Exercises considerable independent judgment and discretion in determining the intent of broad guidelines and interprets guidelines for others <p><i>Communication</i></p> <ul style="list-style-type: none"> ● Highly developed written, verbal, and listening skills are required to convey complex information to staff and customers ● May be required to interpret administrative actions to staff and staff actions to administration ● Communication skills such as, consensus-building, clarity, and mediation are used frequently ● Develops and maintains strong working relationships with patrons, customers and colleagues both inside and outside of Harvard ● Act as mentor; models appropriate work behaviors ● Delivers highly involved training, coordinates work in complex patterns and provides counseling/motivation to insure organizational goals are met ● Communication skills are used in order to gain the cooperation, approval, and support of students, faculty and staff in the immediate Faculty, the University, and the community beyond

LIBRARY JOB FAMILY - FUNCTIONAL SPECIALIST MATRIX

11/01/97

Level	Function/role	Experience/scope	Common Activities
59 (cont.)			<p><i>Impact and Scope</i></p> <ul style="list-style-type: none"> ● Fully accountable for library program, division , or large department ● Collaborates/partners with colleagues in the area of specialization which may have an impact on programs, services, and activities of the library ● Position frequently involves frequent contact with colleagues outside the department or library ● Develops and implements policies, procedures, services, and programs which may have impact on large service populations or multiple work units/departments ● Initiates change for library programs and large departments/divisions; consults on school-wide changes ● Decisions often require innovation and may have programmatic impact on library or throughout HUL ● May be responsible for managing programs and projects with University-wide profile <p><i>Problem Solving/Decision Making</i></p> <ul style="list-style-type: none"> ● Identifies and develops solutions to complex problems; information is elusive and requires substantial analysis and knowledge to determine significance ● Exercises judgment and creativity to solve complex problems which may require new or revised policies, new or innovative uses of technology, etc. ● Plays lead role in solving departmental problems and has responsibility for final decisions ● Develops and monitors budget for medium library or large department/division ● Evaluates services in terms of cost-effectiveness and promotes changes as needed

LIBRARY JOB FAMILY - FUNCTIONAL SPECIALIST MATRIX

11/01/97

Level	Function/role	Experience/scope	Common Activities
59 (cont.)			<p><i>Planning/Leadership</i></p> <ul style="list-style-type: none"> ● Participates on the management team to plan and implement the mission of the library. Awareness of the library’s place in the University as well as knowledge of budgets, technological advancements, and similar operations at the University are significant factors in decision making and planning ● Develops/coordinates programs and services for library or department ● Develops and implements staff and program plans ● Manages projects related to new library developments ● Manages many levels of staff with different areas of functional expertise. May manage supervisory staff. Mentoring, motivating, and coaching are essential qualities ● May coordinate the operations of more than one function or service in a large library ● Participant in the strategic planning efforts of the library; occasionally participates in a similar role in the Faculty or University library community

LIBRARY JOB FAMILY - FUNCTIONAL SPECIALIST MATRIX

11/01/97

Level	Function/role	Experience/scope	Common Activities
60	<p>Serves as a senior resource person throughout HUL in area of functional specialty</p> <p>Manages a large system-wide program</p>	<p><i>Minimum requirement:</i> MLS or equivalent education or experience (e.g., M.S. in Library Conservation) plus 6-10 years' management experience 2nd master's or doctorate may be preferred</p> <p><i>Typical Requirements:</i> Requires expert knowledge of procedures and policies used in functional specialty area as well as solid working knowledge of other related specialties</p> <p>Typically requires several years of budgetary and supervisory experience</p>	<p>Level of Autonomy</p> <ul style="list-style-type: none"> ● Receives only broad guidance. Actions usually subject only to constraints of policy, resource utilization, and review of major goals/accomplishments ● Exercises considerable independent judgment and discretion in determining the intent of broad guidelines and interprets guidelines for others ● Great freedom to act is inherent in the nature of the work being performed <p>Communication</p> <ul style="list-style-type: none"> ● Highly developed written, verbal, and listening skills Are required to convey complex information to staff and customers ● May be required to interpret administrative actions to staff and staff actions to administration ● Is often in a position to understand the motivation of personnel in different organizational levels; the ability to share insights based on observations in this area is essential ● Communication skills such as persuasion, consensus-building, tact, and clarity, are used frequently ● Develops and maintains strong working relationships with patrons, customers and colleagues both inside and outside of Harvard ● Acts as mentor; models appropriate work behaviors ● Coordinates work in complex patterns and provides counseling/motivation to insure organizational goals are met ● may utilize languages other than English in bibliographic interpretation and other exchanges ● Communication skills are used in order to gain the cooperation, approval, and support of students, faculty and staff in the immediate Faculty, the University, and the community beyond; possesses a breadth of communication skills to accomplish these goals.

This matrix may be used singly or in combination with others. Supervisory responsibility and size of library noted are for guidance only; grade assignment may be dependent on these and/or other criteria of job, such as budget, supervision, size and complexity of collection or clientele, etc. - 17

LIBRARY JOB FAMILY - FUNCTIONAL SPECIALIST MATRIX

11/01/97

Level	Function/role	Experience/scope	Common Activities
60 (cont.)			<p><i>Impact and Scope</i></p> <ul style="list-style-type: none"> ● Fully accountable for large library program or division ● Collaborates/partners with colleagues in the area of specialization which may have an impact on programs, services, and activities of the library ● Position frequently involves significant contacts with other outside the library or department ● Develops and implements policies, procedures, services, and programs which have impact for many departments throughout the Faculty or HUL ● Initiates change within library or large department; consults and assists in implementing University-wide changes ● Decisions often require innovation and may have programmatic impact for many departments, University-wide ● Regularly responsible for developing and managing programs and project with University-wide profile. Identifies the impact of program changes on service delivery, formulates solutions <p><i>Problem Solving/Decision Making</i></p> <ul style="list-style-type: none"> ● Identifies and develops solutions to complex problems; information is elusive and requires substantial analysis and knowledge to determine significance ● Exercises judgment and creativity to solve complex problems which may require new or revised policies, new or innovative uses of technology, etc. ● Plays lead role in solving departmental/library problems and has responsibility for final decisions ● Develops and monitors budget for medium-large library or large division/department

LIBRARY JOB FAMILY - FUNCTIONAL SPECIALIST MATRIX

11/01/97

Level	Function/role	Experience/scope	Common Activities
60 (cont.)			<p><i>Problem Solving/Decision Making (cont.)</i></p> <ul style="list-style-type: none"> ● Evaluates services in terms of cost effectiveness; may have substantial responsibility for fund-raising, cost recovery operations, etc. ● Planning/Leadership ● Participates on the management team to develop, plan, and implement the mission of the library. Awareness of the library's place in the University as well as knowledge of budgets, technological advancements, and similar operations at the University are significant factors in decision making and planning ● Develops/coordinates services and programs for a large library, department, or university-wide ● May have oversight responsibility for the design and implementation of new systems or procedures in addition to long-term planning ● Manages multiple, often conflicting, priorities ● Manages multiple departments of varying size and complexity, through more than one level of supervisory staff. Sets and monitors performance goals for self and reports ● Key participant in the strategic planning efforts of the library; participates in a similar role in the faculty or University library community