

Library Management Matrix

Introduction

The library management matrix differentiates by grade the ascending levels of responsibility for

- a) fiscal management,
- b) human resources management,
- c) scope and impact of position,
- d) planning, team activity, and
- e) project management

assigned to library managers across the spectrum of the University Library.

In these respects, the matrix follows the guidelines set for University posts that were established by analysis of the Position Information Questionnaire administered across the University in 1994. Critical factors in management at Harvard -- for grading purposes -- are the size of budget, the number of staff for whom managers are accountable, and the opportunities positions offer for the exercise of initiative.

For this reason, the grades assigned to library management positions correlate strongly to the size of the library unit in which the staff member is employed and to its position relative to the overall structure of the faculty libraries and the HUL system. The library management matrix incorporates unit size into the column specifying function and/or role in the HUL system.

In any given position, the managerial factors may be required or are evidenced to varying degrees. Library management jobs at Harvard do require, however, that staff members at the exempt level first and foremost either be trained as librarians or be thoroughly conversant with the tenets of librarianship. In every instance, the effectiveness of librarians as managers rests on their mastery of the professional skills that guide the development, organization, presentation, and preservation of the knowledge base embodied in libraries. Management responsibilities become increasingly important at successively higher levels of the grading system, but they must always be understood in relation to the professional activities commonly required of the staff member under review and must be measured along with them in determining grade.

Typically, the minimum requirements for library managers -- independent of their professional qualifications -- are expressed in years of experience in library and/or management roles. In order to clarify the rising scale of management functions related to grades, a three-stage skills measurement instrument has been incorporated into the Experience/Scope column associated with each grade. In the first grade (grade 56), the skills required are Baseline management competencies. For grades 57 and 58, presumed competence in Supervisory skills is introduced. At grades 59 and above, these Baseline and Supervisory skills are enriched by an additional component of Managerial/Executive skills that equip managers for increased responsibilities both within the organization and beyond its walls.

Two ideas must be kept in mind in making use of the management competencies set out in the matrix. First: these skills are understood to be cumulative. The Baseline skills list, for example, sets out "qualities" that are fundamental to required management practice at all levels of the organization. Second: individual positions may require strong competencies -- in, for example, technology management or planning -- that this three-step instrument appears to isolate at higher levels of the grading system. The three-part organization of the skills list is meant to show the preponderance of related responsibilities and is not intended to impose a rigid formula for management function in the libraries at Harvard.

Level 56 Management

Common Activities

Individuals in these positions typically manage a Center or a small library, or directs a section, team or group within a department of a library.

In the center and department libraries, they typically administer budgets set and approved by faculty groups or by senior administrative staff of the institutes to which their libraries are attached. They authorize expenditures within specified limits for library materials, part-time casual staff, and routine operational needs. In units within departments of larger libraries, they work within established budgets and may authorize expenditures as above.

Supervision at this level typically extends to significant numbers of students and casual staff; managers may supervise non-exempt staff. There are responsibilities for training in day-to day tasks. Managers at this level also regularly train staff, students and volunteers in daily processes and procedures. Managers at this level also train library users in HOLLIS.

Typically, managers at this level interact regularly with faculty, staff, students and visiting scholars. Interactions with these groups involve providing information, customer service, doing reference work, and communicating policies. Further, managers at this level interact with external vendors, suppliers, and colleagues at other academic institutions. Interactions with vendors and suppliers involve ordering, and resolving problems when there is a discrepancy. Interactions with colleagues at other academic institutions involve sharing information.

A manager at this level interprets and applies established policies and makes decisions within established guidelines. S/he also typically focuses on local issues and day-to-day operational concerns and may contribute on a department-wide level. S/he may serve on local or HUL-wide committees. Discretion at this level may involve information that is confidential. If disclosed it could have a moderate impact.

Planning and decision making at this level involves the initiation of operational planning, emphasizes priority setting, schedules, goals and objectives. At this level the manager leads the unit level planning and may participate in the planning efforts of the parent organization particularly

in relevant areas of library specialization. The manager has responsibility for initiating operating plans and for the formulation of goals and objectives. At this level the manager sets priorities and organizes the services and staff to meet the goals and objectives.

Level 57 - Management

Common Activities

Individuals in these positions typically manage a center library or a small library, or direct one or more sections, teams or groups within a department of a library. In either case, managers may contribute to budget preparation through the collection and analysis of data and the creation of reports.

These managers may supervise non-exempt staff as well as students and casuals. They are responsible for training staff in both routine and increasingly complex tasks associated with the work of the unit. At this level, responsibility emerges for the guidance of staff through the modeling of work behaviors. They have first line responsibility for decision making within this domain establish processes and procedures used by staff to conduct work, and advise more broadly on processes and procedures.

Typically, managers at this level interact regularly with faculty, staff, students and visiting scholars. Interactions with these groups oftentimes involve extensive and complex reference and bibliographic work. Managers usually are involved in advising others on issues which affect the area of specialization or which may have a major impact on the work unit. Interactions also involve coordinating activities with other libraries. Communication skills such as persuasion, consensus-building, tact, clarity, and patience are used regularly. Managers at this level are usually involved in presenting complex information to others such as describing complex tasks, explaining unusual or difficult problems and procedures, etc. Interactions with colleagues at other academic institutions involve sharing information.

A manager at this level typically serves on local or HUL-wide committees, has moderate latitude to make policy and service commitments for the library. Discretion at this level involves information that is confidential and limited. If disclosed it could have a moderate impact.

Planning and decision making at this level involves the initiation of operational planning, emphasizes priority setting, schedules, goals and objectives. At this level, the manager leads the unit level planning and may participate in the planning efforts of the parent organization particularly in relevant areas of library specialization. The manager has responsibility for initiating operating plans and for the formulation of goals and objectives. The manager also sets priorities and organizes the services and staff to meet the goals and objectives.

Level 58 - Management

Common Activities

Individuals in these positions typically manage a department within a medium sized library or a team within a large library, and prepare annual operating budget for the department. They are responsible for monitoring income and expenditure and for approving expenditures within established limits.

A manager at this level undertakes hiring and supervision of professional and support staff who are typically at the non-supervisory level. The manager is responsible for scheduling work hours, assigning work, determining and monitoring workflow, and executing standard personnel functions such as evaluating, coaching, and disciplining. Recommends both promotion and dismissal of staff.

Supervisors at this level train staff in both routine and complex work operations. They consistently supply guidance to staff through the modeling of work behaviors and provide support for the professional development concerns of staff in the department.

A 58 manager has first line responsibility for decision making within his/her domain. They establish processes and procedures used by staff to conduct work and advises on library-wide processes and procedures. Sets priorities for the department(s) or division and contributes to establishing priorities for the library.

A manager at this level develops, extends, maintains and repairs relationships with internal or external patrons or customers (faculty, students, staff, vendors, suppliers, other academic institutions, etc.). Contact with donors is sometimes expected at this level. Interactions largely involve leading, motivating, directing and mentoring staff in support of the library's mission, negotiating with School's or Library's senior management for resources, collaborating with other librarians and other administrators and faculty on library-wide, School-wide or University-wide projects through participation on committees, sometimes serving as chair or facilitator of such groups.

Typically these managers participate on local or HUL committees and may monitor the University's participation in national library projects. S/he provides leadership at Harvard and may play a regional, national or international role within area(s) of expertise. S/he collaborates and negotiates with colleagues at Harvard and other institutions.

A 58 manager has moderate latitude to make policy, service, and financial commitments for the library. Discretion at this level involves information that is confidential, limited, and not readily accessible to others. If disclosed it could have a moderate impact.

Strategic planning and decision making at this level is key for the relevant program, but consumes somewhat less time than at the higher levels. The focus is more regularly on the initiation of operational and program planning of mid-length emphasizing priority setting, schedules, goals and objectives.

At this level, the manager independently leads the unit level planning and participates in and contributes to the planning efforts of the parent organization, particularly in relevant areas of library specialization. The manager has responsibility for initiating overseeing the execution of annual operating plans and programs for the formulation of goals and objectives for relevant library programs. At this level the manager sets unit priorities and organizes the services and staff to meet the goals and objectives. A key focus at this level is the motivation of staff in support of the program goals.

As leader of the unit level team, s/he frequently coordinates and facilitates communication and or team problem solving within the unit. A manager at this level may be responsible for representing the unit on workgroups at the Faculty and/or University Library level, as well as outside of the University.

Managing various projects constitutes a significant part of the job. The projects usually, but not always, last no more than a year. The scope of the project is usually confined to the unit level. And the manager, often, but not always, has primary responsibility for implementing the results or recommendations of a project.

Level 59 - Management

Common Activities

Individuals in these positions typically manages a department within a large size library or multiple departments or a division within medium-large libraries. They have full responsibility for establishing, interpreting, and implementing plans, policies, and procedures within the department, division, or library in consultation with supervisor and other department, division, or library managers. Positions at this level are directly responsible for financial and personnel actions. Generally they will have first line responsibility for decision making within the library, division or department(s), which situationally, may require occasional contravention of existing policies.

They manage through levels of exempts and non-exempts at supervisory and non-supervisory levels. These managers are responsible for scheduling work for up to 20 members of staff. They are expected to take a leadership role in the communication of library or department goals to staff, and they serve as a link between higher administration and the staff of the library or department. They are significantly involved in the professional development concerns of staff in the library or division.

Typically managers at this level interact regularly with faculty and senior administrators, including deans. Interactions with these groups oftentimes involve negotiating, collaborating, and advising. Communication skills such as persuasion, consensus-building, tact, clarity, and patience are used frequently. May be required to interpret administrative actions to staff, and staff actions to administration. Managers at this

level have extensive and significant contacts with colleagues at other academic institutions, and with colleagues at local, regional, and national professional associations. Interactions involve collaborating and negotiating. Managers at this level sometimes expected to make formal speeches and presentations.

A 59 manager exercises considerable independent judgment and discretion in determining the intent of broad guidelines and interprets guidelines for others. S/he develops, extends, maintains, and repairs relationships with internal or external patrons or customers (faculty, students, staff, vendors, suppliers, other academic institutions, etc.). Collaborates with colleagues in the area of specialization including frequent and significant interaction with others outside the library or department. May be responsible for managing programs and projects with a University-wide profile. Identifies impact of program changes on service delivery, and formulates solutions. Initiates change for the department(s) or division and consults on library- or system-wide policies and changes. Works with other institutions to set national or international standards, and represents Harvard in the external library community. Has considerable latitude to make policy, service, and financial commitments for the library, and to commit the library to participate in national and international programs. Discretion at this level involves information that is confidential, limited, and not readily accessible to others. If disclosed it could have a considerable impact.

Managers at this level may have responsibility for strategic planning within a library, division, department, or program. Planning at this level emphasizes reflection and analysis and consideration of alternatives. Some of the planning at this level is more concrete and focuses on devising or formulating methods, procedures, and processes. Planning is done within the broader organization's strategic vision. Managers at this level also work to secure a broad understanding of the vision and plans for the parent library, and inspire and encourage others within the library, division, department, or program to support and carry out the mission of the organization. Managers set priorities for the library, division, or department(s) and may contribute to the establishment of library priorities, particularly in relevant areas of library specialization.

Level 60 - Management

Common Activities

Individuals in these positions typically manages a medium-large library, multiple departments, or a division within a large library, or a single department or program within a system or group of libraries. They set priorities for the library, division, program, department(s) and contributes to the establishment of priorities across HUL. They have first line responsibility for decision making within domain, which, situationally, may require contravention of existing departmental or library policies.

These positions have considerable latitude for making financial, contractual, policy, or programmatic commitments for the library or system. They frequently develop project budgets appropriate for a unit, department, or group of departments depending on the size and organizational structure

of their library. They are responsible for monitoring income and expenditures (up to \$10,000,000), and for approving expenditures within established limits.

In these positions, managers undertake the hiring and supervision of students and casuals and of staff at both the supervisory and the non-supervisory support levels. Their supervisory duties extend through levels of staff. They are responsible for scheduling work hours, assigning work, determining and monitoring workflow, and executing standard personnel functions such as evaluating, coaching, and disciplining up to fifty members of staff. Managers at this level recommend both promotions and dismissal of staff.

A 60 level manager monitors processes and procedures used by staff within library or department to ensure that they serve to fulfill the mission of the library, division or department(s). S/he advises colleagues with respect to internal and external customers.

Managers at this level are expected to take a leadership role in the communication of library or department goals to staff, and they serve as a link between higher administration and the staff of the library or department. They are significantly involved in the professional development concerns of staff in the library, division, or department.

Positions at this level typically have extensive contact with senior management of the library or system and with the heads of other libraries, divisions, departments, or programs. Incumbents serve in an important advisory role to senior management. They may interact with faculty, donors, government funding agencies, foundations, and visitors to the University. Interactions often include significant negotiations and collaborations.

A manager at this level participates or chairs system wide committees and programs. S/he provides leadership at Harvard and plays a substantial regional, national or international role within area(s) of expertise. S/he influences the decisions of other divisions, departments or libraries. A 60 level manager represents the University as the expert on policy within area(s) of expertise at national and international meetings, predicts and advocates for change on a national and international level.

At this level, managers participate or chair system-wide committees and provide leadership at Harvard within their area(s) of expertise. They may also play a substantial regional, national, or international role within their areas of expertise. Grade 60 positions require the incumbent to direct or participate in long-term projects (>1 year) which may involve more than one department, division, or library. Typical duties include coordination and communication within the team or project group, and facilitation of team or group problem solving. The manager is responsible for guiding the group towards consensus and has primary responsibility for implementing the results or recommendations of projects as they pertain to his or her library, division, department, or program.

A manager at this level has considerable latitude to make policy, service, financial, and contractual commitments for the library, and to commit the library to participate in national and international programs. Discretion at this level involves information that is confidential, limited, and may only be available to the incumbent. If disclosed it could have a major impact.

Managers at this level may have responsibility for strategic planning within a library, division, department, or program. Planning at this level emphasizes reflection and analysis and consideration of alternatives. Some of the planning at this level is more concrete and focuses on devising or formulating methods, procedures, and processes. Planning is done within the broader organization's strategic vision. Managers at this level also work to secure a broad understanding of the vision and plans for the parent library, and inspire and encourage others within the library, division, department or program to support and carry out the mission of the organization. Managers set priorities for the library, division, or department(s) and may contribute to the establishment of library priorities, particularly in relevant areas of library specialization.

Level 62 - Management

Common Activities

Individuals in these positions typically manages multiple departments or a division within a system of libraries. They set priorities for the system.

Managers at this level typically collect and interpret financial and management information in order to prepare and recommend annual operating budgets of up to \$10,000,000. They usually develop project budgets for a group of departments, an extra large library, or library system. They are responsible for overseeing the monitoring of income and expenditure, and for approving major expenditures within established limits.

In these positions, managers supervise through many levels of staff. They oversee the hiring and supervision of staff at both the supervisory and the non-supervisory levels. They are responsible for overseeing the systems for scheduling, assigning work, determining and monitoring workflow, and executing standard personnel functions such as evaluating, coaching and disciplining up to one hundred members of staff. Managers at this level recommended both promotion and dismissal of staff.

Managers at this level are expected to take a leadership role in the communication of library or department goals to large numbers of staff. They are significantly involved in the professional development concerns of staff in their departments or in the library or library system.

A manager at this level establishes the mission for libraries or departments within the system. Often s/he will chair or appoint system wide committees. S/he provides leadership at Harvard and plays a substantial role nationally and internationally within area(s) of expertise.

Positions at this level typically have extensive contact with senior management of the School or Faculty; department heads within the Library itself; faculty chairs and faculty; donors, including individuals, heads of government funding agencies and foundations; and important visitors to the School or University. Interactions largely involve providing vision, leadership, and strategic direction to administrators and staff in support of library's missions and overall mission of Harvard University Library. There is also extensive work in planning, formulating and running committees that address important strategic questions that affect the long term direction of the Library and/or the University. Also, interactions

include negotiating for resources and collaborating with senior administrators and faculty. Contacts with counterparts at other universities along with active participation in local, national and international professional activities is typical of positions at this level. There is also regular interaction with heads of professional organizations. Communications involve setting directions for the library and developing library change strategies.

A manager at this level has significant latitude to make policy, service, financial and contractual commitments for the library, and to commit the library to participate in national and international programs. Discretion at this level involves information that is confidential, limited, and may only be available to the incumbent. If disclosed it could have a major impact.

At this level strategic planning is a major focus of the position and regularly involves the cognitive ability to think out strategic directions over long time spans. Planning at this level is strategic, long term, and unit-wide. It provides the criteria for making the organization decisions at all levels and involves looking ahead and looking out to the University and national library context. The incumbents are key players in the setting of the strategic direction and employ a wide range of resources of the library to afford maximum support of that vision.

Planning at this level focuses on deciding the future course of the library and regularly requires confrontation of difficult choices and the setting of library-wide priorities and the commitment of resources with significant impact. A key aspect of planning at this level is the concurrent responsibility for leading the library to take the required actions in support of the plan, often involving the leadership of significant organizational change.

The level 62 manager has responsibility for team building and team development in a large library. S/he works closely with associate librarians in developing policies which affect the entire library. For example, the manager of a large library might develop proposals and coordinate with department and libraries throughout the University on projects and plans to improve access to collections. The manager of library-wide programs of large faculty might be responsible for developing appropriate administrative coordination and communication among departments.

At this level, the scope of projects undertaken is very broad. It usually involves more than one library and often includes organizations outside of the University. The duration of these projects is often more than one year. The manager has primary responsibility for building consensus and support for implementing the results and/or recommendations of a project. For example, the manager of the library of a mid-size Faculty (librarian of a large library) might be the principle author of the Library's strategic plan. The manager of library-wide programs of a system library might develop proposals to fund both local and national projects of importance to the library and research community.

LIBRARY JOB FAMILY - MANAGEMENT MATRIX

11/01/97

NOTE: This matrix will be helpful in determining grade levels for librarian positions with both professional and managerial responsibility. It can serve as an overlay to other librarian matrices.

Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
56	Head of a center library or small library (or) Head of a unit in a medium library or larger	MLS or equivalent 2 years experience <i>Typical Requirements:</i> Baseline Skills: <ul style="list-style-type: none"> ● Written Communications - Expresses facts and ideas in a succinct and organized manner ● Oral Communications - Expresses ideas and facts to individuals or groups effectively; makes clear and convincing oral presentations; listens to others; facilitates an open exchange of ideas ● Interpersonal Skills - Considers and responds appropriately to the needs, feelings and capabilities of others; adjusts approaches to suit different people and situations ● Flexibility - Is open to change and to new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with pressure and ambiguity 	The major activities involve performing a wide-range of non-managerial activities for the library (e.g., reference and collection development.) Other matrixes should be referred to as appropriate <i>Budget</i> <ul style="list-style-type: none"> ● Typically administers budget set by supervising unit (department or institute) ● May assist in monitoring budget by gathering, analyzing and interpreting data; may approve expenditures and monitor budget within defined limits ● May be responsible for authorizing and monitoring expenditures for material, staffing, and operational expenses <i>Supervision</i> <ul style="list-style-type: none"> ● Typically supervises student and casual staff ● May supervise support staff ● May oversee large numbers of student and casual staff ● Expected to provide on-the-job training <i>Scope and Impact</i> <ul style="list-style-type: none"> ● Typically manages a small library (or center library) ● Typically directs a section, team or group within a

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11/01/97

Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
56 (cont)		<ul style="list-style-type: none"> • Decisiveness - Makes sound and well-informed decisions; perceives the impact and implication of decisions; commits to action, even in uncertain situations, in order to accomplish organizational goals • Leadership - Inspires, motivates and guides others toward goal accomplishment; coaches, mentors and challenges colleagues and co-workers; adapts leadership styles to a variety of situations; models high standards of honesty, integrity, trust, openness and respect for the individual by applying these values to daily behaviors • Self-Direction - Demonstrates belief in own abilities and ideas; is self-motivated and results-oriented; recognizes own strengths and weaknesses; seeks feedback from others and opportunities for self-learning and development • Technical Competence - Understands and appropriately applies procedures, requirements, regulations and policies related to specialized expertise 	<p>department of a library</p> <p>Scope and Impact (cont.)</p> <ul style="list-style-type: none"> • Interprets and applies established policies and makes decisions within established guidelines • Typically focuses on local issues and day-to-day operational concerns and may contribute on a department-wide level • Work may involve significant interactions with external patrons and customers (faculty, students, staff, vendors, suppliers, other academic institutions, etc.) providing service of a diverse nature and solving technical and service problems • Discretion at this level may involve information that is confidential. If disclosed it could have a moderate impact <p>Projects</p> <ul style="list-style-type: none"> • Participates in projects usually confined to the department level <p>Teamwork</p> <ul style="list-style-type: none"> • May work collaboratively as a part of a team providing service to the department • May serve on system-wide committees

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11/01/97

Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
56 (cont)		<ul style="list-style-type: none"> • User Orientation - Anticipates and meets the needs of users, achieves quality results, is committed to improving service • Creative Thinking - Develops new insights into situations and applies innovative solutions to make organizational improvements, designs and implements new and innovative programs/processes 	

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11/01/97

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57	Head of a center or small library (or) Head of a division/department in a medium library	MLS or equivalent 2nd specialized advanced degree may be preferred (i.e. MS, JD, MD, MBA, etc.) 2-4 years experience <i>Typical Requirements:</i> Baseline Skills listed in grade 56 in addition to the following Supervisory Skills: <ul style="list-style-type: none"> ● Managing Diverse Work Force - Is sensitive to cultural diversity, race, gender, sexual orientation, and other individual differences in the workplace; manages work force diversity ● Conflict Management - Manages and resolves conflicts, confrontations and disagreements in a positive and constructive manner to minimize negative personal and workplace impact ● Influencing/Negotiating - Persuades others; develops networks and coalitions; gains cooperation from others to obtain information and accomplish goals; negotiates to find mutually acceptable solutions; builds consensus through give and take ● Human Resources Management - Ensures that staff are appropriately selected, utilized, appraised and developed and that they are treated in 	The library activities of the unit are the primary focus, often requiring specialized language and subject expertise. Other matrixes should be referred to as appropriate Budget <ul style="list-style-type: none"> ● Typically administers budget set by supervising unit (department or institute) ● May develop budget for library section or unit ● May assist in monitoring budget by gathering, analyzing and interpreting data ● May approve expenditures and monitor budget within defined limits ● Responsible for authorizing and monitoring expenditures for material, staffing, and operational expenses Supervision <ul style="list-style-type: none"> ● Typically supervises support staff, student and casual staff ● May supervise professional staff ● May supervise through levels of staff ● Gives guidance and direction to staff, oversees work, assigns activities to and hires student and casual staff ● Expected to provide on-the-job training Scope and Impact <ul style="list-style-type: none"> ● Typically manages a small library (or center), or directs one or more sections, teams or groups within a department of a library
57 (cont)	This matrix may be used singly or in combination with others. Supervisory responsibility and size of library noted are appropriate only for supervision, size and complexity of collection or clientele, etc.		This matrix may be used singly or in combination with others. Supervisory responsibility and size of library noted are appropriate only for supervision, size and complexity of collection or clientele, etc.

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58	Head of a medium small library (or) Division Manager in a medium library (or) Team Manager within a Department of medium large library and above	MLS or equivalent 2nd master's preferred 2-6 years experience <i>Typical Requirements:</i> Baseline Skills listed in grade 56 in addition to Supervisory Skills listed in grade 57	<p>Planning:</p> <ul style="list-style-type: none"> • Develops plans for the library/division/team and contributes to established priorities to accomplish goals for the parent library/division • Sets direction and leads in the setting of priorities for the library/division/team and contributes to establishing priorities for the parent library/division • Has first line responsibility for decision-making within the library/division/team • Has extensive contacts with a wide range of people, which may include faculty, students, and administrators. Interacts regularly with other librarians in particular specialty or discipline from across the University • Manages projects which are usually confined to the library/division/team level and typically do not last longer than one year. Responsible for implementing results or recommendations of the project • Frequently coordinates and facilitates communication and/or team problem solving within the library/division/team. Represents the library/division/team on workgroups at the Faculty and/or University Library level • Participates in performing the non-managerial work of the library/division/team • Managerial responsibilities are a key component of the job <p>Budget</p> <ul style="list-style-type: none"> • Typically prepares annual operating budget for the unit • Responsible for monitoring income and
58 (cont)			<ul style="list-style-type: none"> • Responsible for monitoring income and

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Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
59	Head of a medium library (or) Manager of a major division in the medium-large library (or) Manager of a division in a large library	MLS or equivalent 2nd master's or doctorate preferred 4-6 years supervisory experience <i>Typical Requirements:</i> Baseline and Supervisory Skills listed in grades 56-58 in addition to the following Managerial/Executive Skills: <ul style="list-style-type: none"> • Planning & Evaluating - Determines objectives and strategies; coordinates with other parts of the organization to accomplish goals; monitors and evaluates the progress and outcomes of operational plans; anticipates potential threats or opportunities • Financial Management - Prepares, justifies and/or administers the budget for program area; plans, administers and monitors expenditures to ensure cost-effective support of programs and policies • Technology Management - Integrates technology into the workplace; develops strategies using new technology to manage and improve program effectiveness; understands the impact of technological changes on the organization 	<p>Planning</p> <ul style="list-style-type: none"> • Participates in the strategic planning efforts of the parent library, often on system-wide issues or projects • Sets direction and develops long range plans for the library/division/section <p>Budget</p> <ul style="list-style-type: none"> • Typically prepares, recommends, and monitors annual budget over \$250,000 • Plans and recommends budget(s) for unit projects <p>Supervision</p> <ul style="list-style-type: none"> • Typically supervises through levels of professional and support staff up to 20 members • Recommends both promotion and hiring of staff • Responsible for complex training in unit's work; provides mentoring of staff through modeling of work behavior • May be required to interpret administrative actions to staff and staff actions to administration <p>Projects</p> <ul style="list-style-type: none"> • Plans both strategically (annual and multi-year projects) and for discrete work processes with the library, division, or department • May be required to participate in project teams involving organizations outside of the University
59		<ul style="list-style-type: none"> • Internal Controls/Integrity - Assures that effective internal controls are developed and maintained to ensure the integrity of the organization 	<p>Teamwork</p> <ul style="list-style-type: none"> • Meets regularly with department heads to coordinate policies

(cont.) 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.

LIBRARY JOB FAMILY - MANAGEMENT MATRIX

11/01/97

Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
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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.

LIBRARY JOB FAMILY - MANAGEMENT MATRIX

11/01/97

Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
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LIBRARY JOB FAMILY - MANAGEMENT MATRIX

11/01/97

Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
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LIBRARY JOB FAMILY - MANAGEMENT MATRIX

11/01/97

Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
61	To Be Added		

The description of this level is reserved for future benchmarks.

LIBRARY JOB FAMILY - MANAGEMENT MATRIX

11/01/97

Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
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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.

LIBRARY JOB FAMILY - MANAGEMENT MATRIX

11/01/97

Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
62	Head of a large library (or) Manager of library-wide program(s) or a library System	MLS or equivalent 2nd master's or doctorate preferred 10+ years management experience <i>Typical Requirements:</i> Baseline and Supervisory Skills listed in grades 56-58 in addition to the Managerial/Executive Skills listed in grade 59	<p>Budget</p> <ul style="list-style-type: none"> Typically secures funding, sets budget priorities, and oversees the fiscal management of the library or library-wide program Has direct organizational authority for annual budget of typically over \$5 million <p>Supervision</p> <ul style="list-style-type: none"> Typically supervises through many levels of up to 100 members of staff Communicates vision and secures support of vision from staff throughout the library program Expected to interpret administrative actions to staff and staff actions to administration <p>Planning</p> <ul style="list-style-type: none"> Strategic planning is a major focus and regularly involves setting strategic directions over long time spans, library wide Leads significant library-wide change Decides future course of the library. Sets library-wide priorities Communicates vision and secures support of the vision both within the library, the university community, from senior administrators and donors
62 (cont)	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.		<p>Planning (cont.)</p> <ul style="list-style-type: none"> Extensive work in planning, formulating and running committees that address important strategic questions that affect the long term direction of the Library

LIBRARY JOB FAMILY - MANAGEMENT MATRIX

11/01/97

Level	Function/ Roles	Experience/Scope (Minimum Required)	Common Activities
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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.