



ohio library council

Promoting our libraries. Inventing our future.

# Ohio Public Library Core Competencies

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**Updated 2014**

The Ohio Library Council's Library Education Committee (LEC) completed a yearlong intense review of the Ohio Public Library Core Competencies in 2014. As part of the process, the LEC researched core competencies from American Library Association, Webjunction, and other sources. Additionally, OLC Divisions and Committees reviewed the competencies and made recommendations to the LEC. These comments were incorporated into a draft sent to the OLC Board in September 2014 and made available for review by the general membership during the OLC Convention and Expo. Additionally, many of those in attendance at the Certified Ohio Public Librarian and Library Staff luncheon at the Convention requested a copy of the competencies for review.

Feedback received from the OLC Board, Certified Librarians and Library Staff, and general OLC membership was carefully considered by the LEC. A final draft incorporating these suggestions was presented to the OLC Board and approved in November 2014.

The LEC believes the Core Competencies will be useful in creating job descriptions, hiring and evaluating staff, and selecting training opportunities that help staff develop or enhance specific skills and behaviors. The LEC will work with OLC staff to help ensure continuing education opportunities are aligned with Core Competencies to help promoted their use in libraries.

The LEC recommends that public libraries review these competencies carefully and adapt them to their individual needs and staff complement. The competencies follow in two formats -- a complete set as a PDF file that can be copied and individual competency sets as Excel documents that can be downloaded and customized for your unique library situation.

#### **2014 Library Education Committee**

**Belinda Boon**, Kent State University

**Gary Branson**, Marion Public Library

**David Brown**, Canal Fulton Public Library

**Sarah Clevidence**, Findlay-Hancock County Public Library

**Tim Hagen**, Ida Rupp Public Library

**Mandy Knapp**, State Library of Ohio

**Sarah Moore**, Richwood-North Union Public Library

**Debbie Saunders**, Dr. Samuel L. Bossard Memorial Library

**Robyn Vittek**, St. Clairsville Public Library

Ohio Public Library Core Competencies

| Competency                              | Definition   | Core | Adult Services | Children's Services | Circulation Services | Digital and Media Services | Director | Fiscal Officer | Genealogy and Local History | Human Resources | Information Technology (IT) | Management & Administrative | Marketing and Public Relations | Materials Selector | Outreach Services | Technical Services | Teen Services |
|---|--|------|----------------|---------------------|----------------------|----------------------------|----------|----------------|-----------------------------|-----------------|-----------------------------|-----------------------------|--------------------------------|--------------------|-------------------|--------------------|---------------|
| Acquisition                             | The ability to effectively process library material orders; knowledge of vendor software, processes, products, and updates   |      |                |                     |                      |                            |          |                |                             |                 |                             |                             |                                | X                  |                   | X                  |               |
| Adaptability                            | The ability to adjust to changing situations   | X    | X              | X                   | X                    | X                          | X        | X              | X                           | X               | X                           | X                           | X                              | X                  | X                 | X                  | X             |
| Basic Computer Use / Hardware Knowledge | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment                                     | X    | X              | X                   | X                    | X                          | X        | X              | X                           | X               | X                           | X                           | X                              | X                  | X                 | X                  | X             |
| Cataloging and Metadata                 | The preparation of accurate descriptions of library materials and the provision of appropriate access  |      |                |                     |                      |                            |          |                |                             |                 |                             |                             |                                |                    |                   | X                  |               |
| Collaboration                           | The ability to build relationships and form partnerships with community organizations, government agencies, and other entities   |      |                |                     |                      |                            | X        |                |                             |                 |                             | X                           | X                              |                    |                   |                    |               |
| Collection Management                   | The ability to select and evaluate materials and to maintain a collection designed to meet the needs of the intended audience; including conservation and preservation |      | X              | X                   |                      | X                          |          |                | X                           |                 |                             |                             |                                | X                  | X                 | X                  | X             |

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|----------------------------------|--|------|----------------|---------------------|----------------------|----------------------------|----------|----------------|-----------------------------|-----------------|-----------------------------|-----------------------------|--------------------------------|--------------------|-------------------|--------------------|---------------|
| <b>Communication</b>             | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people | x    | x              | x                   | x                    | x                          | x        | x              | x                           | x               | x                           | x                           | x                              | x                  | x                 | x                  | x             |
| <b>Community Awareness</b>       | Awareness of community trends and demographics   | x    | x              | x                   | x                    | x                          | x        | x              | x                           | x               | x                           | x                           | x                              | x                  | x                 | x                  | x             |
| <b>Contracts and Negotiation</b> | Maintains awareness of products and services and seeks to negotiate terms favorable to the library and its users   |      |                |                     |                      |                            | x        | x              |                             |                 |                             | x                           |                                |                    |                   |                    |               |
| <b>Customer Service</b>          | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   | x    | x              | x                   | x                    | x                          | x        | x              | x                           | x               | x                           | x                           | x                              | x                  | x                 | x                  | x             |
| <b>Delegation</b>                | The ability to appropriately assign tasks to staff and colleagues for optimal project completion   |      |                |                     |                      |                            | x        |                |                             |                 |                             | x                           |                                |                    |                   |                    |               |
| <b>Emergency Preparedness</b>    | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   | x    | x              | x                   | x                    | x                          | x        | x              | x                           | x               | x                           | x                           | x                              | x                  | x                 | x                  | x             |
| <b>Equipment Troubleshooting</b> | The ability to identify, diagnose, and correct technology problems   | x    | x              | x                   | x                    | x                          | x        | x              | x                           | x               | x                           | x                           | x                              | x                  | x                 | x                  | x             |

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|---------------------------------|--|------|----------------|---------------------|----------------------|----------------------------|----------|----------------|-----------------------------|-----------------|-----------------------------|-----------------------------|--------------------------------|--------------------|-------------------|--------------------|---------------|
| <b>Ethics</b>                   | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  | X    | X              | X                   | X                    | X                          | X        | X              | X                           | X               | X                           | X                           | X                              | X                  | X                 | X                  | X             |
| <b>Facilitation</b>             | The ability to engage a team of individuals to work toward common objectives   |      |                |                     |                      |                            | X        |                |                             | X               |                             | X                           |                                |                    |                   |                    |               |
| <b>Facilities</b>               | Knowledge and management of the library's building, grounds, and equipment   |      |                |                     |                      |                            | X        | X              |                             |                 |                             | X                           |                                |                    |                   |                    |               |
| <b>Fiscal Operations</b>        | Knowledge of and ability to manage relevant sources of funding, develop a budget, and to forecast and monitor revenues and expenditures  |      |                |                     |                      |                            | X        | X              |                             |                 |                             | X                           |                                | X                  |                   |                    |               |
| <b>Fundraising</b>              | The ability to identify, initiate, and manage fund raising opportunities, including but not limited to local levies, grants, and foundations   |      |                |                     |                      |                            | X        | X              |                             |                 |                             | X                           | X                              |                    |                   |                    |               |
| <b>Human Capital Management</b> | The ability to attract, retain, and motivate staff to work toward shared objectives; supervise and evaluate employees in the most effective manner in order to achieve the goals of the department/library |      |                |                     |                      |                            | X        |                |                             | X               |                             | X                           |                                |                    |                   |                    |               |

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|---|--|------|----------------|---------------------|----------------------|----------------------------|----------|----------------|-----------------------------|-----------------|-----------------------------|-----------------------------|--------------------------------|--------------------|-------------------|--------------------|---------------|
| <b>Intellectual Freedom</b>               | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.              | x    | x              | x                   | x                    | x                          | x        | x              | x                           | x               | x                           | x                           | x                              | x                  | x                 | x                  | x             |
| <b>Laws</b>                               | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance  | x    | x              | x                   | x                    | x                          | x        | x              | x                           | x               | x                           | x                           | x                              | x                  | x                 | x                  | x             |
| <b>Leadership</b>                         | The ability to set and model high performance standards characterized by integrity, and to earn trust and respect of others by coaching, inspiring, and empowering teams of people to achieve strategic objectives |      |                |                     |                      |                            | x        |                |                             |                 |                             | x                           |                                |                    |                   |                    |               |
| <b>Library Advocacy</b>                   | The ability to promote and support the fundamental purpose of the public library   | x    | x              | x                   | x                    | x                          | x        | x              | x                           | x               | x                           | x                           | x                              | x                  | x                 | x                  | x             |
| <b>Library Website and Catalog Basics</b> | Demonstrated knowledge of and ability to use the content of the library's website, online catalog, and Integrated Library System   | x    | x              | x                   | x                    | x                          | x        | x              | x                           | x               | x                           | x                           | x                              | x                  | x                 | x                  | x             |

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|---------------------------------|--|------|----------------|---------------------|----------------------|----------------------------|----------|----------------|-----------------------------|-----------------|-----------------------------|-----------------------------|--------------------------------|--------------------|-------------------|--------------------|---------------|
| <b>Marketing</b>                | The ability to develop and communicate a desired message to promote the library and its mission  |      |                |                     |                      |                            | X        |                |                             |                 |                             | X                           | X                              |                    |                   |                    |               |
| <b>Organizational Awareness</b> | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures                | X    | X              | X                   | X                    | X                          | X        | X              | X                           | X               | X                           | X                           | X                              | X                  | X                 | X                  | X             |
| <b>Organizational Skills</b>    | The ability to identify and prioritize work needs  | X    | X              | X                   | X                    | X                          | X        | X              | X                           | X               | X                           | X                           | X                              | X                  | X                 | X                  | X             |
| <b>Patron Awareness</b>         | Knowledge and awareness of the attributes and library needs of particular patron groups and the ability to apply that knowledge through materials, services, and programming |      | X              | X                   | X                    | X                          |          |                | X                           |                 |                             |                             | X                              | X                  | X                 |                    | X             |
| <b>Patron Instruction</b>       | The ability to present instructional content in diverse ways to groups and individuals and select appropriate delivery methods according to learner needs                    |      | X              | X                   | X                    | X                          |          |                | X                           |                 | X                           |                             |                                |                    | X                 |                    | X             |
| <b>Policies and Procedures</b>  | The ability to develop and implement library policies and procedures   |      |                |                     |                      |                            | X        | X              |                             |                 |                             | X                           |                                |                    |                   |                    |               |
| <b>Problem Solving</b>          | The ability to assess situations and troubleshoot in order to identify effective solutions   | X    | X              | X                   | X                    | X                          | X        | X              | X                           | X               | X                           | X                           | X                              | X                  | X                 | X                  | X             |

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|--------------------|--|------|----------------|---------------------|----------------------|----------------------------|----------|----------------|-----------------------------|-----------------|-----------------------------|-----------------------------|--------------------------------|--------------------|-------------------|--------------------|---------------|
| Processing         | The ability to efficiently and accurately prepare and maintain library materials for staff and patron use  |      |                |                     |                      |                            |          |                |                             |                 |                             |                             |                                |                    | x                 |                    |               |
| Programming        | The ability to plan, present and evaluate creative and innovative programming for various ages, based on knowledge of developmental stages, best practices and community needs and interests, both inside and outside the library location | x    | x              |                     | x                    |                            |          | x              |                             |                 |                             |                             |                                | x                  |                   | x                  |               |
| Project Management | The ability to determine scope and requirements of a project, coordinate and schedule activities, control resources, and identify and control risk for quality project completion  |      |                |                     |                      | x                          | x        |                |                             |                 | x                           |                             |                                |                    |                   |                    |               |
| Reader's Advisory  | The ability to assist patrons with popular and recreational reading choices and to encourage reading; knowledge of popular materials and the ability to share that knowledge with all patrons  | x    | x              |                     | x                    |                            |          |                | x                           |                 |                             |                             |                                | x                  |                   | x                  |               |

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|---------------------------|---|------|----------------|---------------------|----------------------|----------------------------|----------|----------------|-----------------------------|-----------------|-----------------------------|-----------------------------|--------------------------------|--------------------|-------------------|--------------------|---------------|
| <b>Records Management</b> | The ability to organize and maintain library records per an approved record retention schedule for easy access to all relevant data; to generate many different types of reports to facilitate library planning and operation |      |                |                     |                      |                            | X        | X              |                             |                 |                             | X                           |                                |                    |                   |                    |               |
| <b>Reference</b>          | The ability to determine patron needs and use various resources to provide clear and comprehensive information in response to requests  | X    | X              |                     | X                    |                            |          |                | X                           |                 |                             |                             |                                |                    | X                 |                    | X             |
| <b>Staff Training</b>     | The ability to skillfully design and present competency based training to meet the needs of library staff   |      |                |                     |                      |                            | X        |                |                             | X               |                             | X                           |                                |                    |                   |                    |               |
| <b>Strategic Planning</b> | The ability to anticipate and predict internal and external changes, trends, and influences in order to effectively allocate resources and implement appropriate library initiatives  |      |                |                     |                      |                            | X        | X              |                             |                 |                             | X                           |                                |                    |                   |                    |               |
| <b>Team Work</b>          | The ability to work collaboratively with others to achieve organizational goals and objectives  | X    | X              | X                   | X                    | X                          | X        | X              | X                           | X               | X                           | X                           | X                              | X                  | X                 | X                  | X             |

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|-----------------------------------|---|------|----------------|---------------------|----------------------|----------------------------|----------|----------------|-----------------------------|-----------------|-----------------------------|-----------------------------|--------------------------------|--------------------|-------------------|--------------------|---------------|
| Technology Infrastructure Support | Understanding of the infrastructure that supports the library's networks; proficient with the programs that perform basic computer and local area network functions |      |                |                     |                      |                            |          |                |                             | x               |                             |                             |                                |                    |                   |                    |               |

| <b>Core Competencies</b>                       |  |
|--|--|
| <b>Competency</b>                              | <b>Definition</b>  |
| <b>Adaptability</b>                            | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge</b> | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Communication</b>                           | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people |
| <b>Community Awareness</b>                     | Awareness of community trends and demographics   |
| <b>Customer Service</b>                        | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Emergency Preparedness</b>                  | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting</b>               | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics</b>                                  | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Intellectual Freedom</b>                    | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.  |
| <b>Laws</b>                                    | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance                                    |
| <b>Library Advocacy</b>                        | The ability to promote and support the fundamental purpose of the public library   |
| <b>Library Website and Catalog Basics</b>      | Demonstrated knowledge of and ability to use the content of the library's website, online catalog, and Integrated Library System   |
| <b>Organizational Awareness</b>                | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures  |
| <b>Organizational Skills</b>                   | The ability to identify and prioritize work needs  |
| <b>Problem Solving</b>                         | The ability to assess situations and troubleshoot in order to identify effective solutions   |
| <b>Team Work</b>                               | The ability to work collaboratively with others to achieve organizational goals and objectives   |

| <b>Adult Services Competencies</b>              |  |
|---|--|
| <b>Competency</b>                               | <b>Definition</b>  |
| <b>Adaptability*</b>                            | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b> | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Collection Management</b>                    | The ability to select and evaluate materials and to maintain a collection designed to meet the needs of the intended audience; including conservation and preservation                                 |
| <b>Communication*</b>                           | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people |
| <b>Community Awareness*</b>                     | Awareness of community trends and demographics   |
| <b>Customer Service*</b>                        | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Emergency Preparedness*</b>                  | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>               | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                  | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Intellectual Freedom*</b>                    | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.  |
| <b>Laws*</b>                                    | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance                                    |
| <b>Library Advocacy*</b>                        | The ability to promote and support the fundamental purpose of the public library   |
| <b>Library Website and Catalog Basics*</b>      | Demonstrated knowledge of and ability to use the content of the library's website, online catalog, and Integrated Library System   |
| <b>Organizational Awareness*</b>                | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures  |
| <b>Organizational Skills*</b>                   | The ability to identify and prioritize work needs  |
| <b>Patron Awareness</b>                         | Knowledge and awareness of the attributes and library needs of particular patron groups and the ability to apply that knowledge through materials, services, and programming                           |

| <b>Adult Services Competencies</b> |  |
|------------------------------------|--|
| <b>Competency</b>                  | <b>Definition</b>  |
| <b>Patron Instruction</b>          | The ability to present instructional content in diverse ways to groups and individuals and select appropriate delivery methods according to learner needs  |
| <b>Problem Solving*</b>            | The ability to assess situations and troubleshoot in order to identify effective solutions   |
| <b>Programming</b>                 | The ability to plan, present and evaluate creative and innovative programming for various ages, based on knowledge of developmental stages, best practices and community needs and interests, both inside and outside the library location |
| <b>Reader's Advisory</b>           | The ability to assist patrons with popular and recreational reading choices and to encourage reading; knowledge of popular materials and the ability to share that knowledge with all patrons  |
| <b>Reference</b>                   | The ability to determine patron needs and use various resources to provide clear and comprehensive information in response to requests   |
| <b>Team Work*</b>                  | The ability to work collaboratively with others to achieve   |

| <b>Children's Services Competencies</b>         |  |
|---|--|
| <b>Competency</b>                               | <b>Definition</b>  |
| <b>Adaptability*</b>                            | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b> | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Collection Management</b>                    | The ability to select and evaluate materials and to maintain a collection designed to meet the needs of the intended audience; including conservation and preservation                                 |
| <b>Communication*</b>                           | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people |
| <b>Community Awareness*</b>                     | Awareness of community trends and demographics   |
| <b>Customer Service*</b>                        | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Emergency Preparedness*</b>                  | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>               | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                  | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Intellectual Freedom*</b>                    | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.  |
| <b>Laws*</b>                                    | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance                                    |
| <b>Library Advocacy*</b>                        | The ability to promote and support the fundamental purpose of the public library   |
| <b>Library Website and Catalog Basics*</b>      | Demonstrated knowledge of and ability to use the content of the library's website, online catalog, and Integrated Library System   |
| <b>Organizational Awareness*</b>                | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures  |
| <b>Organizational Skills*</b>                   | The ability to identify and prioritize work needs  |
| <b>Patron Awareness</b>                         | Knowledge and awareness of the attributes and library needs of particular patron groups and the ability to apply that knowledge through materials, services, and programming                           |

| <b>Children's Services Competencies</b> |  |
|---|--|
| <b>Competency</b>                       | <b>Definition</b>  |
| <b>Patron Instruction</b>               | The ability to present instructional content in diverse ways to groups and individuals and select appropriate delivery methods according to learner needs  |
| <b>Problem Solving*</b>                 | The ability to assess situations and troubleshoot in order to identify effective solutions   |
| <b>Programming</b>                      | The ability to plan, present and evaluate creative and innovative programming for various ages, based on knowledge of developmental stages, best practices and community needs and interests, both inside and outside the library location |
| <b>Reader's Advisory</b>                | The ability to assist patrons with popular and recreational reading choices and to encourage reading; knowledge of popular materials and the ability to share that knowledge with all patrons  |
| <b>Reference</b>                        | The ability to determine patron needs and use various resources to provide clear and comprehensive information in response to requests   |
| <b>Team Work*</b>                       | The ability to work collaboratively with others to achieve organizational goals and objectives   |

| <b>Circulation Services Competencies</b>        |  |
|---|--|
| <b>Competency</b>                               | <b>Definition</b>  |
| <b>Adaptability*</b>                            | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b> | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Communication*</b>                           | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people |
| <b>Community Awareness*</b>                     | Awareness of community trends and demographics   |
| <b>Customer Service*</b>                        | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Emergency Preparedness*</b>                  | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>               | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                  | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Intellectual Freedom*</b>                    | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.  |
| <b>Laws*</b>                                    | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance                                    |
| <b>Library Advocacy*</b>                        | The ability to promote and support the fundamental purpose of the public library   |
| <b>Library Website and Catalog Basics*</b>      | Demonstrated knowledge of and ability to use the content of the library's website, online catalog, and Integrated Library System   |
| <b>Organizational Awareness*</b>                | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures  |
| <b>Organizational Skills*</b>                   | The ability to identify and prioritize work needs  |
| <b>Patron Awareness</b>                         | Knowledge and awareness of the attributes and library needs of particular patron groups and the ability to apply that knowledge through materials, services, and programming                           |
| <b>Patron Instruction</b>                       | The ability to present instructional content in diverse ways to groups and individuals and select appropriate delivery methods according to learner needs  |

| <b>Circulation Services Competencies</b> |  |
|--|--|
| <b>Competency</b>                        | <b>Definition</b>  |
| <b>Problem Solving*</b>                  | The ability to assess situations and troubleshoot in order to identify effective solutions     |
| <b>Team Work*</b>                        | The ability to work collaboratively with others to achieve organizational goals and objectives |

\* Core Competency

| <b>Digital and Media Services Competencies</b>  |  |
|---|--|
| <b>Competency</b>                               | <b>Definition</b>  |
| <b>Adaptability*</b>                            | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b> | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Collection Management</b>                    | The ability to select and evaluate materials and to maintain a collection designed to meet the needs of the intended audience; including conservation and preservation                                 |
| <b>Communication*</b>                           | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people |
| <b>Community Awareness*</b>                     | Awareness of community trends and demographics   |
| <b>Customer Service*</b>                        | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Emergency Preparedness*</b>                  | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>               | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                  | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Intellectual Freedom*</b>                    | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.  |
| <b>Laws*</b>                                    | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance                                    |
| <b>Library Advocacy*</b>                        | The ability to promote and support the fundamental purpose of the public library   |
| <b>Library Website and Catalog Basics*</b>      | Demonstrated knowledge of and ability to use the content of the library's website, online catalog, and Integrated Library System   |
| <b>Organizational Awareness*</b>                | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures  |
| <b>Organizational Skills*</b>                   | The ability to identify and prioritize work needs  |
| <b>Patron Awareness</b>                         | Knowledge and awareness of the attributes and library needs of particular patron groups and the ability to apply that knowledge through materials, services, and programming                           |

\* Core Competency

| <b>Digital and Media Services Competencies</b> |  |
|--|--|
| <b>Competency</b>                              | <b>Definition</b>  |
| <b>Patron Instruction</b>                      | The ability to present instructional content in diverse ways to groups and individuals and select appropriate delivery methods according to learner needs  |
| <b>Problem Solving*</b>                        | The ability to assess situations and troubleshoot in order to identify effective solutions   |
| <b>Programming</b>                             | The ability to plan, present and evaluate creative and innovative programming for various ages, based on knowledge of developmental stages, best practices and community needs and interests, both inside and outside the library location |
| <b>Reader's Advisory</b>                       | The ability to assist patrons with popular and recreational reading choices and to encourage reading; knowledge of popular materials and the ability to share that knowledge with all patrons  |
| <b>Reference</b>                               | The ability to determine patron needs and use various resources to provide clear and comprehensive information in response to requests   |
| <b>Team Work*</b>                              | The ability to work collaboratively with others to achieve organizational goals and objectives   |

| <b>Director Competencies</b>                    |  |
|---|--|
| <b>Competency</b>                               | <b>Definition</b>  |
| <b>Adaptability*</b>                            | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b> | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Collaboration</b>                            | The ability to build relationships and form partnerships with community organizations, government agencies, and other entities   |
| <b>Communication*</b>                           | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people     |
| <b>Community Awareness*</b>                     | Awareness of community trends and demographics   |
| <b>Contracts and Negotiation</b>                | Maintains awareness of products and services and seeks to negotiate terms favorable to the library and its users   |
| <b>Customer Service*</b>                        | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Delegation</b>                               | The ability to appropriately assign tasks to staff and colleagues for optimal project completion   |
| <b>Emergency Preparedness*</b>                  | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>               | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                  | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Facilitation</b>                             | The ability to engage a team of individuals to work toward common objectives   |
| <b>Facilities</b>                               | Knowledge and management of the library's building, grounds, and equipment   |
| <b>Fiscal Operations</b>                        | Knowledge of and ability to manage relevant sources of funding, develop a budget, and to forecast and monitor revenues and expenditures  |
| <b>Fundraising</b>                              | The ability to identify, initiate, and manage fund raising opportunities, including but not limited to local levies, grants, and foundations   |
| <b>Human Capital Management</b>                 | The ability to attract, retain, and motivate staff to work toward shared objectives; supervise and evaluate employees in the most effective manner in order to achieve the goals of the department/library |

| <b>Director Competencies</b>               |   |
|--|---|
| <b>Competency</b>                          | <b>Definition</b>   |
| <b>Intellectual Freedom*</b>               | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.                         |
| <b>Laws*</b>                               | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance   |
| <b>Leadership</b>                          | The ability to set and model high performance standards characterized by integrity, and to earn trust and respect of others by coaching, inspiring, and empowering teams of people to achieve strategic objectives            |
| <b>Library Advocacy*</b>                   | The ability to promote and support the fundamental purpose of the public library  |
| <b>Library Website and Catalog Basics*</b> | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures   |
| <b>Marketing</b>                           | The ability to develop and communicate a desired message to promote the library and its mission   |
| <b>Organizational Awareness*</b>           | Knowledge and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures  |
| <b>Organizational Skills*</b>              | The ability to identify and prioritize work needs   |
| <b>Policies and Procedures</b>             | The ability to develop and implement library policies and procedures  |
| <b>Problem Solving*</b>                    | The ability to assess situations and troubleshoot in order to identify effective solutions  |
| <b>Project Management</b>                  | The ability to determine scope and requirements of a project, coordinate and schedule activities, control resources, and identify and control risk for quality project completion   |
| <b>Records Management</b>                  | The ability to organize and maintain library records per an approved record retention schedule for easy access to all relevant data; to generate many different types of reports to facilitate library planning and operation |
| <b>Staff Training</b>                      | The ability to skillfully design and present competency based training to meet the needs of library staff   |

| <b>Director Competencies</b> |  |
|------------------------------|--|
| <b>Competency</b>            | <b>Definition</b>  |
| <b>Strategic Planning</b>    | The ability to anticipate and predict internal and external changes, trends, and influences in order to effectively allocate resources and implement appropriate library initiatives |
| <b>Team Work*</b>            | The ability to work collaboratively with others to achieve organizational goals and objectives   |

\* Core Competency

| <b>Fiscal Officer Competencies</b>              |  |
|---|--|
| <b>Competency</b>                               | <b>Definition</b>  |
| <b>Adaptability*</b>                            | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b> | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Communication*</b>                           | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people |
| <b>Community Awareness*</b>                     | Awareness of community trends and demographics   |
| <b>Contracts and Negotiation</b>                | Maintains awareness of products and services and seeks to negotiate terms favorable to the library and its users   |
| <b>Customer Service*</b>                        | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Emergency Preparedness*</b>                  | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>               | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                  | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Facilities</b>                               | Knowledge and management of the library's building, grounds, and equipment   |
| <b>Fiscal Operations</b>                        | Knowledge of and ability to manage relevant sources of funding, develop a budget, and to forecast and monitor revenues and expenditures  |
| <b>Fundraising</b>                              | The ability to identify, initiate, and manage fund raising opportunities, including but not limited to local levies, grants, and foundations   |
| <b>Intellectual Freedom*</b>                    | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.  |
| <b>Laws*</b>                                    | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance                                    |
| <b>Library Advocacy*</b>                        | The ability to promote and support the fundamental purpose of the public library   |
| <b>Library Website and Catalog Basics*</b>      | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures  |

| <b>Fiscal Officer Competencies</b> |   |
|------------------------------------|---|
| <b>Competency</b>                  | <b>Definition</b>   |
| <b>Organizational Awareness*</b>   | Knowledge and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures  |
| <b>Organizational Skills*</b>      | The ability to identify and prioritize work needs   |
| <b>Policies and Procedures</b>     | The ability to develop and implement library policies and procedures  |
| <b>Problem Solving*</b>            | The ability to assess situations and troubleshoot in order to identify effective solutions  |
| <b>Project Management</b>          | The ability to determine scope and requirements of a project, coordinate and schedule activities, control resources, and identify and control risk for quality project completion   |
| <b>Records Management</b>          | The ability to organize and maintain library records per an approved record retention schedule for easy access to all relevant data; to generate many different types of reports to facilitate library planning and operation |
| <b>Strategic Planning</b>          | The ability to anticipate and predict internal and external changes, trends, and influences in order to effectively allocate resources and implement appropriate library initiatives  |
| <b>Team Work*</b>                  | The ability to work collaboratively with others to achieve organizational goals and objectives  |

| <b>Genealogy and Local History Competencies</b> |  |
|---|--|
| <b>Competency</b>                               | <b>Definition</b>  |
| <b>Adaptability*</b>                            | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b> | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Collection Management</b>                    | The ability to select and evaluate materials and to maintain a collection designed to meet the needs of the intended audience; including conservation and preservation                                 |
| <b>Communication*</b>                           | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people |
| <b>Community Awareness*</b>                     | Awareness of community trends and demographics   |
| <b>Customer Service*</b>                        | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Emergency Preparedness*</b>                  | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>               | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                  | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Intellectual Freedom*</b>                    | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.  |
| <b>Laws*</b>                                    | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance                                    |
| <b>Library Advocacy*</b>                        | The ability to promote and support the fundamental purpose of the public library   |
| <b>Library Website and Catalog Basics*</b>      | Demonstrated knowledge of and ability to use the content of the library's website, online catalog, and Integrated Library System   |
| <b>Organizational Awareness*</b>                | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures  |
| <b>Organizational Skills*</b>                   | The ability to identify and prioritize work needs  |
| <b>Patron Awareness</b>                         | Knowledge and awareness of the attributes and library needs of particular patron groups and the ability to apply that knowledge through materials, services, and programming                           |

\* Core Competency

| <b>Genealogy and Local History Competencies</b> |  |
|---|--|
| <b>Competency</b>                               | <b>Definition</b>  |
| <b>Patron Instruction</b>                       | The ability to present instructional content in diverse ways to groups and individuals and select appropriate delivery methods according to learner needs  |
| <b>Problem Solving*</b>                         | The ability to assess situations and troubleshoot in order to identify effective solutions   |
| <b>Programming</b>                              | The ability to plan, present and evaluate creative and innovative programming for various ages, based on knowledge of developmental stages, best practices and community needs and interests, both inside and outside the library location |
| <b>Reader's Advisory</b>                        | The ability to assist patrons with popular and recreational reading choices and to encourage reading; knowledge of popular materials and the ability to share that knowledge with all patrons  |
| <b>Reference</b>                                | The ability to determine patron needs and use various resources to provide clear and comprehensive information in response to requests   |
| <b>Team Work*</b>                               | The ability to work collaboratively with others to achieve organizational goals and objectives   |

| <b>Human Resources Competencies</b>             |  |
|---|--|
| <b>Competency</b>                               | <b>Definition</b>  |
| <b>Adaptability*</b>                            | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b> | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Communication*</b>                           | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people     |
| <b>Community Awareness*</b>                     | Awareness of community trends and demographics   |
| <b>Customer Service*</b>                        | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Emergency Preparedness*</b>                  | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>               | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                  | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Facilitation</b>                             | The ability to engage a team of individuals to work toward common objectives   |
| <b>Human Capital Management</b>                 | The ability to attract, retain, and motivate staff to work toward shared objectives; supervise and evaluate employees in the most effective manner in order to achieve the goals of the department/library |
| <b>Intellectual Freedom*</b>                    | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.      |
| <b>Laws*</b>                                    | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance  |
| <b>Library Advocacy*</b>                        | The ability to promote and support the fundamental purpose of the public library   |
| <b>Library Website and Catalog Basics*</b>      | Demonstrated knowledge of and ability to use the content of the library's website, online catalog, and Integrated Library System   |
| <b>Organizational Awareness*</b>                | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures  |
| <b>Organizational Skills*</b>                   | The ability to identify and prioritize work needs  |

| <b>Human Resources Competencies</b> |   |
|-------------------------------------|---|
| <b>Competency</b>                   | <b>Definition</b>   |
| <b>Problem Solving*</b>             | The ability to assess situations and troubleshoot in order to identify effective solutions  |
| <b>Records Management</b>           | The ability to organize and maintain library records per an approved record retention schedule for easy access to all relevant data; to generate many different types of reports to facilitate library planning and operation |
| <b>Staff Training</b>               | The ability to skillfully design and present competency based training to meet the needs of library staff   |
| <b>Team Work*</b>                   | The ability to work collaboratively with others to achieve organizational goals and objectives  |

| <b>Information Technology (IT) Competencies</b> |  |
|---|--|
| <b>Competency</b>                               | <b>Definition</b>  |
| <b>Adaptability*</b>                            | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b> | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Communication*</b>                           | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people |
| <b>Community Awareness*</b>                     | Awareness of community trends and demographics   |
| <b>Customer Service*</b>                        | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Emergency Preparedness*</b>                  | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>               | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                  | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Intellectual Freedom*</b>                    | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.  |
| <b>Laws*</b>                                    | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance                                    |
| <b>Library Advocacy*</b>                        | The ability to promote and support the fundamental purpose of the public library   |
| <b>Library Website and Catalog Basics*</b>      | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures  |
| <b>Organizational Awareness*</b>                | Knowledge and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures   |
| <b>Organizational Skills*</b>                   | The ability to identify and prioritize work needs  |
| <b>Patron Instruction</b>                       | The ability to present instructional content in diverse ways to groups and individuals and select appropriate delivery methods according to learner needs  |
| <b>Problem Solving*</b>                         | The ability to assess situations and troubleshoot in order to identify effective solutions   |

| <b>Information Technology (IT) Competencies</b> |   |
|---|---|
| <b>Competency</b>                               | <b>Definition</b>   |
| <b>Team Work*</b>                               | The ability to work collaboratively with others to achieve organizational goals and objectives  |
| <b>Technology Infrastructure Support</b>        | Understanding of the infrastructure that supports the library's networks; proficient with the programs that perform basic computer and local area network functions |

\* Core Competency

| <b>Management and Administrative Competencies</b> |  |
|---|--|
| <b>Competency</b>                                 | <b>Definition</b>  |
| <b>Adaptability*</b>                              | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b>   | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Collaboration</b>                              | The ability to build relationships and form partnerships with community organizations, government agencies, and other entities   |
| <b>Communication*</b>                             | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people     |
| <b>Community Awareness*</b>                       | Awareness of community trends and demographics   |
| <b>Contracts and Negotiation</b>                  | Maintains awareness of products and services and seeks to negotiate terms favorable to the library and its users   |
| <b>Customer Service*</b>                          | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Delegation</b>                                 | The ability to appropriately assign tasks to staff and colleagues for optimal project completion   |
| <b>Emergency Preparedness*</b>                    | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>                 | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                    | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Facilitation</b>                               | The ability to engage a team of individuals to work toward common objectives   |
| <b>Facilities</b>                                 | Knowledge and management of the library's building, grounds, and equipment   |
| <b>Fiscal Operations</b>                          | Knowledge of and ability to manage relevant sources of funding, develop a budget, and to forecast and monitor revenues and expenditures  |
| <b>Fundraising</b>                                | The ability to identify, initiate, and manage fund raising opportunities, including but not limited to local levies, grants, and foundations   |
| <b>Human Capital Management</b>                   | The ability to attract, retain, and motivate staff to work toward shared objectives; supervise and evaluate employees in the most effective manner in order to achieve the goals of the department/library |

| <b>Management and Administrative Competencies</b> |   |
|---|---|
| <b>Competency</b>                                 | <b>Definition</b>   |
| <b>Intellectual Freedom*</b>                      | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.                         |
| <b>Laws*</b>                                      | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance   |
| <b>Leadership</b>                                 | The ability to set and model high performance standards characterized by integrity, and to earn trust and respect of others by coaching, inspiring, and empowering teams of people to achieve strategic objectives            |
| <b>Library Advocacy*</b>                          | The ability to promote and support the fundamental purpose of the public library  |
| <b>Library Website and Catalog Basics*</b>        | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures   |
| <b>Marketing</b>                                  | The ability to develop and communicate a desired message to promote the library and its mission   |
| <b>Organizational Awareness*</b>                  | Knowledge and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures  |
| <b>Organizational Skills*</b>                     | The ability to identify and prioritize work needs   |
| <b>Policies and Procedures</b>                    | The ability to develop and implement library policies and procedures  |
| <b>Problem Solving*</b>                           | The ability to assess situations and troubleshoot in order to identify effective solutions  |
| <b>Project Management</b>                         | The ability to determine scope and requirements of a project, coordinate and schedule activities, control resources, and identify and control risk for quality project completion   |
| <b>Records Management</b>                         | The ability to organize and maintain library records per an approved record retention schedule for easy access to all relevant data; to generate many different types of reports to facilitate library planning and operation |
| <b>Staff Training</b>                             | The ability to skillfully design and present competency based training to meet the needs of library staff   |
| <b>Strategic Planning</b>                         | The ability to anticipate and predict internal and external changes, trends, and influences in order to effectively allocate resources and implement appropriate library initiatives  |

| <b>Management and Administrative Competencies</b> |  |
|---|--|
| <b>Competency</b>                                 | <b>Definition</b>  |
| <b>Team Work*</b>                                 | The ability to work collaboratively with others to achieve organizational goals and objectives |

\* Core Competency

| <b>Marketing and Public Relations Competencies</b> |  |
|--|--|
| <b>Competency</b>                                  | <b>Definition</b>  |
| <b>Adaptability*</b>                               | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b>    | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Collaboration</b>                               | The ability to build relationships and form partnerships with community organizations, government agencies, and other entities   |
| <b>Communication*</b>                              | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people |
| <b>Community Awareness*</b>                        | Awareness of community trends and demographics   |
| <b>Customer Service*</b>                           | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Emergency Preparedness*</b>                     | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>                  | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                     | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Fundraising</b>                                 | The ability to identify, initiate, and manage fund raising opportunities, including but not limited to local levies, grants, and foundations   |
| <b>Intellectual Freedom*</b>                       | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.  |
| <b>Laws*</b>                                       | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance                                    |
| <b>Library Advocacy*</b>                           | The ability to promote and support the fundamental purpose of the public library   |
| <b>Library Website and Catalog Basics*</b>         | Demonstrated knowledge of and ability to use the content of the library's website, online catalog, and Integrated Library System   |
| <b>Marketing</b>                                   | The ability to develop and communicate a desired message to promote the library and its mission  |

| <b>Marketing and Public Relations Competencies</b> |  |
|--|--|
| <b>Competency</b>                                  | <b>Definition</b>  |
| <b>Organizational Awareness*</b>                   | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures                |
| <b>Organizational Skills*</b>                      | The ability to identify and prioritize work needs  |
| <b>Patron Awareness</b>                            | Knowledge and awareness of the attributes and library needs of particular patron groups and the ability to apply that knowledge through materials, services, and programming |
| <b>Problem Solving*</b>                            | The ability to assess situations and troubleshoot in order to identify effective solutions   |
| <b>Team Work*</b>                                  | The ability to work collaboratively with others to achieve organizational goals and objectives   |

| <b>Materials Selector Competencies</b>          |  |
|---|--|
| <b>Competency</b>                               | <b>Definition</b>  |
| <b>Acquisition</b>                              | The ability to effectively process library material orders; knowledge of vendor software, processes, products, and updates   |
| <b>Adaptability*</b>                            | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b> | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Collection Management</b>                    | The ability to select and evaluate materials and to maintain a collection designed to meet the needs of the intended audience; including conservation and preservation                                 |
| <b>Communication*</b>                           | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people |
| <b>Community Awareness*</b>                     | Awareness of community trends and demographics   |
| <b>Customer Service*</b>                        | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Emergency Preparedness*</b>                  | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>               | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                  | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Fiscal Operations</b>                        | Knowledge of and ability to manage relevant sources of funding, develop a budget, and to forecast and monitor revenues and expenditures  |
| <b>Intellectual Freedom*</b>                    | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.  |
| <b>Laws*</b>                                    | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance                                    |
| <b>Library Advocacy*</b>                        | The ability to promote and support the fundamental purpose of the public library   |
| <b>Library Website and Catalog Basics*</b>      | Demonstrated knowledge of and ability to use the content of the library's website, online catalog, and Integrated Library System   |

\* Core Competency

| <b>Materials Selector Competencies</b> |  |
|--|--|
| <b>Competency</b>                      | <b>Definition</b>  |
| <b>Organizational Awareness*</b>       | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures                |
| <b>Organizational Skills*</b>          | The ability to identify and prioritize work needs  |
| <b>Patron Awareness</b>                | Knowledge and awareness of the attributes and library needs of particular patron groups and the ability to apply that knowledge through materials, services, and programming |
| <b>Problem Solving*</b>                | The ability to assess situations and troubleshoot in order to identify effective solutions   |
| <b>Team Work*</b>                      | The ability to work collaboratively with others to achieve organizational goals and objectives   |

| <b>Outreach Services Competencies</b>           |  |
|---|--|
| <b>Competency</b>                               | <b>Definition</b>  |
| <b>Adaptability*</b>                            | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b> | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Collection Management</b>                    | The ability to select and evaluate materials and to maintain a collection designed to meet the needs of the intended audience; including conservation and preservation                                 |
| <b>Communication*</b>                           | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people |
| <b>Community Awareness*</b>                     | Awareness of community trends and demographics   |
| <b>Customer Service*</b>                        | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Emergency Preparedness*</b>                  | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>               | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                  | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Intellectual Freedom*</b>                    | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.  |
| <b>Laws*</b>                                    | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance                                    |
| <b>Library Advocacy*</b>                        | The ability to promote and support the fundamental purpose of the public library   |
| <b>Library Website and Catalog Basics*</b>      | Demonstrated knowledge of and ability to use the content of the library's website, online catalog, and Integrated Library System   |
| <b>Organizational Awareness*</b>                | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures  |
| <b>Organizational Skills*</b>                   | The ability to identify and prioritize work needs  |
| <b>Patron Awareness</b>                         | Knowledge and awareness of the attributes and library needs of particular patron groups and the ability to apply that knowledge through materials, services, and programming                           |

\* Core Competency

| <b>Outreach Services Competencies</b> |  |
|---------------------------------------|--|
| <b>Competency</b>                     | <b>Definition</b>  |
| <b>Patron Instruction</b>             | The ability to present instructional content in diverse ways to groups and individuals and select appropriate delivery methods according to learner needs  |
| <b>Problem Solving*</b>               | The ability to assess situations and troubleshoot in order to identify effective solutions   |
| <b>Programming</b>                    | The ability to plan, present and evaluate creative and innovative programming for various ages, based on knowledge of developmental stages, best practices and community needs and interests, both inside and outside the library location |
| <b>Reader's Advisory</b>              | The ability to assist patrons with popular and recreational reading choices and to encourage reading; knowledge of popular materials and the ability to share that knowledge with all patrons  |
| <b>Reference</b>                      | The ability to determine patron needs and use various resources to provide clear and comprehensive information in response to requests   |
| <b>Team Work*</b>                     | The ability to work collaboratively with others to achieve organizational goals and objectives   |

| <b>Technical Services Competencies</b>          |  |
|---|--|
| <b>Competency</b>                               | <b>Definition</b>  |
| <b>Acquisition</b>                              | The ability to effectively process library material orders; knowledge of vendor software, processes, products, and updates   |
| <b>Adaptability*</b>                            | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b> | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Cataloging and Metadata</b>                  | The preparation of accurate descriptions of library materials and the provision of appropriate access  |
| <b>Collection Management</b>                    | The ability to select and evaluate materials and to maintain a collection designed to meet the needs of the intended audience; including conservation and preservation                                 |
| <b>Communication*</b>                           | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people |
| <b>Community Awareness*</b>                     | Awareness of community trends and demographics   |
| <b>Customer Service*</b>                        | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Emergency Preparedness*</b>                  | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>               | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                  | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Intellectual Freedom*</b>                    | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.  |
| <b>Laws*</b>                                    | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance                                    |
| <b>Library Advocacy*</b>                        | The ability to promote and support the fundamental purpose of the public library   |
| <b>Library Website and Catalog Basics*</b>      | Demonstrated knowledge of and ability to use the content of the library's website, online catalog, and Integrated Library System   |

| <b>Technical Services Competencies</b> |   |
|--|---|
| <b>Competency</b>                      | <b>Definition</b>   |
| <b>Organizational Awareness*</b>       | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures |
| <b>Organizational Skills*</b>          | The ability to identify and prioritize work needs   |
| <b>Problem Solving*</b>                | The ability to assess situations and troubleshoot in order to identify effective solutions  |
| <b>Processing</b>                      | The ability to efficiently and accurately prepare and maintain library materials for staff and patron use   |
| <b>Team Work*</b>                      | The ability to work collaboratively with others to achieve organizational goals and objectives  |

| <b>Teen Services Competencies</b>               |  |
|---|--|
| <b>Competency</b>                               | <b>Definition</b>  |
| <b>Adaptability*</b>                            | The ability to adjust to changing situations   |
| <b>Basic Computer Use / Hardware Knowledge*</b> | Demonstrated general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment   |
| <b>Collection Management</b>                    | The ability to select and evaluate materials and to maintain a collection designed to meet the needs of the intended audience; including conservation and preservation                                 |
| <b>Communication*</b>                           | The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people |
| <b>Community Awareness*</b>                     | Awareness of community trends and demographics   |
| <b>Customer Service*</b>                        | The ability to efficiently, effectively and positively meet the library needs of internal and external customers   |
| <b>Emergency Preparedness*</b>                  | Awareness of library policies and procedures relevant to emergency preparedness, including natural disasters and security situations   |
| <b>Equipment Troubleshooting*</b>               | The ability to identify, diagnose, and correct technology problems   |
| <b>Ethics*</b>                                  | Knowledge of and compliance with Ohio Ethics Law and the basic ethics and values of library service  |
| <b>Intellectual Freedom*</b>                    | Understanding and supporting the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.  |
| <b>Laws*</b>                                    | Understanding of applicable local, state, and federal laws; the ability to communicate this information to staff and patrons and to ensure the library's compliance                                    |
| <b>Library Advocacy*</b>                        | The ability to promote and support the fundamental purpose of the public library   |
| <b>Library Website and Catalog Basics*</b>      | Demonstrated knowledge of and ability to use the content of the library's website, online catalog, and Integrated Library System   |
| <b>Organizational Awareness*</b>                | Knowledge of and ability to support the library's mission, vision, culture, and structure; a comprehensive awareness of the library's policies and procedures  |
| <b>Organizational Skills*</b>                   | The ability to identify and prioritize work needs  |
| <b>Patron Awareness</b>                         | Knowledge and awareness of the attributes and library needs of particular patron groups and the ability to apply that knowledge through materials, services, and programming                           |

\* Core Competency

| <b>Teen Services Competencies</b> |  |
|-----------------------------------|--|
| <b>Competency</b>                 | <b>Definition</b>  |
| <b>Patron Instruction</b>         | The ability to present instructional content in diverse ways to groups and individuals and select appropriate delivery methods according to learner needs  |
| <b>Problem Solving*</b>           | The ability to assess situations and troubleshoot in order to identify effective solutions   |
| <b>Programming</b>                | The ability to plan, present and evaluate creative and innovative programming for various ages, based on knowledge of developmental stages, best practices and community needs and interests, both inside and outside the library location |
| <b>Reader's Advisory</b>          | The ability to assist patrons with popular and recreational reading choices and to encourage reading; knowledge of popular materials and the ability to share that knowledge with all patrons  |
| <b>Reference</b>                  | The ability to determine patron needs and use various resources to provide clear and comprehensive information in response to requests   |
| <b>Team Work*</b>                 | The ability to work collaboratively with others to achieve organizational goals and objectives   |