

UNIVERSITY LIBRARIES NETWORK: COMPETENCE MAP LEADING TO 2010

CORE COMPETENCE	
1. COMPETENCE IN THE OPERATING ENVIRONMENT	
1.1 Knowledge of the library network	
1.2 Knowledge of the academic community	
1.3 Knowledge of the publishing world	
1.4 Societal competence	
2. COMPETENCE IN COLLECTIONS AND THEIR CONTENT	
3. COMPETENCE IN THE MANAGEMENT OF INFORMATION RESOURCES	
3.1 Management of information resources	
3.2 Competence in making acquisitions	
4.3 Organisation of information	
3.4 Securing usability	
3.5 Service	
4. COMPETENCE IN PROVIDING SUPPORT FOR THE PRODUCTION OF INFORMATION RESOURCES	
4.3 Supporting scholarly publishing	
4.4 Supporting teaching	
5. PEDAGOGICAL COMPETENCE	
6. COMPETENCE IN CUSTOMER SERVICE	
7. COMPETENCE IN INFORMATION TECHNOLOGY AND INFORMATION SYSTEMS	
8. CREATIVE APPROACH TO WORK	
9. COMPETENCE IN INTERNATIONAL ACTIVITIES	
STRATEGIC COMPETENCE	
10. LEADERSHIP COMPETENCE	
10.1. Strategic leadership	
10.2 Human resources management	
10.3 Leading of expertise	
11. FINANCE COMPETENCE	
12. LEGAL COMPETENCE	
13. PROCESS COMPETENCE	
14. MARKETING COMPETENCE	

COOPERATION AND COMMUNICATION SKILLS

- 15 INTERACTION AND NEGOTIATION SKILLS
- 16 NETWORK COMPETENCE
- 17 WRITTEN COMMUNICATION AND ONLINE COMMUNICATION SKILLS
- 18 ORAL COMMUNICATION AND PRESENTATION SKILLS
- 19 LANGUAGE SKILLS

CORE COMPETENCE

1. COMPETENCE IN THE OPERATING ENVIRONMENT

1.1 *Knowledge of the library network*

- Familiarity with the practices, duties, mission and strategies of the various library sectors and types of libraries
- Familiarity with the framework organisation, objectives and strategies of the providers of funding, as well as the ability to participate in and to influence decision-making

1.2 *Knowledge of the academic community*

- Familiarity with the development of the structures and practices of the academic community and scientific communication
- Familiarity with the work processes of researchers, teachers and students so that library services can be provided to them in an appropriate manner

1.3 *Knowledge of the publishing world*

- Familiarity with the publishing world so that developments therein can be taken into account in the development of the operations of university libraries

1.4 *Societal competence*

- Competence in societal interaction
- Familiarity with cultural policy
- Familiarity with regional activities

2. COMPETENCE IN COLLECTIONS AND THEIR CONTENT

- Familiarity with the various fields of scholarship and their materials and resources
- Content-related competence

3. COMPETENCE IN THE MANAGEMENT OF INFORMATION RESOURCES

3.1 *Management of the entity of information resources*

- Insight into the acquisition, organisation and implementation of information resources from the point of view of the customers' information needs

- Management, evaluation and development of the entity of operational structures and processes
- Familiarity with standards, their observation and further development

3.2 Competence in making acquisitions

- Familiarity with available materials and the acquisition procedures and channels for them as well as the ability to select the most relevant materials from the customer's point of view
- The ability to apply competitive bidding to acquisitions

3.3 Organisation of information

- Familiarity with the various description methods for documents and information resources. Knowledge of the principles, methods and tools for processing information resources in various formats,

3.4 Securing usability

- Competence in monitoring and evaluating the use and usability of information materials
- Competence in ensuring the long-term usability of information materials

3.5 Service

- Exploitation of the distribution channels and procedures for various information materials. Making use of information seeking and retrieval skills.
- Supporting customers in information seeking and retrieval
- Competence in providing both on-site and distance services
- Productisation and tailoring of services to customer groups and individual customers

4 COMPETENCE IN PROVIDING SUPPORT FOR THE PRODUCTION OF INFORMATION RESOURCES

4.3 Supporting scholarly publishing

- Knowledge of the systems supporting academic writing
- Familiarity with the processes of scholarly publishing
- Familiarity with the systems necessary for publishing
- Familiarity with Open Access

4.4 Supporting teaching

- The ability to support the production of learning materials and online courses and the development of a learning materials bank
- The ability to integrate library systems with teaching systems on the systems level
- Exploitation of customer information systems to support teaching

5 PEDAGOGICAL COMPETENCE

- The ability to plan individual training sessions as well as long-term programmes
- Familiarity with learning processes and the ability to take them into account in the planning and implementation of training
- Implementation of orientation and training sessions that enhance learning
- Familiarity with the principles of information literacy and the ability to apply them to support the learning of scholarly thinking and activities
- Familiarity with online teaching
- Competence in producing learning materials
- The ability to take into account the needs and skills of various customer groups in training

6 COMPETENCE IN CUSTOMER SERVICE

- The ability to recognise various customer groups (teachers, students, researchers, representatives of research institutes and the business and public sector, private citizens) and their special needs
- The ability to recognise the life cycle of customer wishes and to predict changes in service needs and customer relationships
- The ability to manage the customer feedback system and to evaluate and develop services on the basis the feedback

7 COMPETENCE IN INFORMATION TECHNOLOGY AND INFORMATION SYSTEMS

- The ability to exploit and to apply library information systems
- The ability to acquire, to implement, to develop and to evaluate library information systems
- Familiarity with the university's information systems and the ability to use and to apply them
- Familiarity with knowledge architecture and information management

- Competence in ICT
- Competence in privacy and data protection

8 CREATIVE APPROACH TO WORK

- Willingness to experiment with new approaches and alternative working methods
- Openness to new ideas and suggestions
- Willingness to relinquish an important duty or area of expertise and, despite feelings of insecurity, to tackle new challenges when necessary
- The ability to connect issues and phenomena in a creative manner in various situations
- The ability to produce, to combine and to implement new, feasible ideas that support the objectives of operations within the limits set by the organisation and the operational environment

9 COMPETENCE IN INTERNATIONAL ACTIVITIES

- Familiarity with international trends in librarianship and the ability to use them as a basis for developing new alternative operations
- The ability to participate in international cooperation and to create, to maintain and to develop international networks
- Knowledge of various cultures

STRATEGIC COMPETENCE

10 LEADERSHIP COMPETENCE

10.1 *Strategic leadership*

- The ability to predict changes in the operating environment
- The ability to create and implement the visions of the University Libraries Network
- The ability to see entities within the University Libraries Network and to make strategic choices for future operations
- The ability to recognise and to foster strategic partnerships
- The ability to turn strategic guidelines into actions together with the staff

10.2 *Human resources management*

- The ability to ensure the staffs' well-being at work by improving the working conditions and environment, and by promoting a creative and encouraging atmosphere at the workplace
- The ability to use and develop interactive working methods, including functional review discussions between superiors and employees
- The ability to correctly allocate human resources and to establish a functional recruitment system
- Knowledge of the regulations and agreements pertaining to human resources

10.3 *LEADING OF EXPERTISE*

- The ability to evaluate the competencies required by the University Libraries Network and to develop methods for the evaluation and enhancement of competence, especially from the point of view of expertise
- Knowledge of the various methods of competence enhancement and their appropriate use

11 FINANCIAL COMPETENCE

- Familiarity with the financial state of the operating environment and the factors affecting it
- The ability to manage operating costs
- The ability to act in a cost-efficient and effective manner
- Knowledge of the funding sources of libraries
- The ability to manage project finances
- The ability to predict, to plan and to monitor incomes and expenses
- The ability to react in a timely manner to changes in incomes and expenses
- Knowledge of facilities administration

12 LEGALCOMPETENCE

- Familiarity with the fundamentals of copyright legislation, contract law and procurement legislation and the ability to apply this knowledge in practice
- Familiarity with legislation, where necessary, in at least the following areas
 - Data protection
 - Protection of customers, staff and collections
 - Act on the Openness of Government Activities
 - Language Act
 - Regulations concerning universities
- The ability to assess which situations require the advice of legal experts
- Familiarity, where necessary, with the processes of legislative work

13 KNOWLEDGE OF PROCESSES

- The ability to develop operations and processes for services both structurally and financially, and to manage the entity of operations
- Management of logistics processes

14 MARKETING COMPETENCE

- The ability to publicise service products and to tailor them to suit the needs of various customer groups
- The ability to develop service products into visible brands
- Competence in image marketing and the ability to exploit networks

COOPERATION AND COMMUNICATION SKILLS

15 INTERACTION AND NEGOTIATION SKILLS

- The ability to offer one's expertise for the common good in group work and negotiations
- The ability to work toward a common goal and to serve flexibly in various roles and duties in situations requiring cooperation
- The ability to tackle difficult situations involving interaction without fear of conflict
- The ability to understand various views and to summarise them

16 NETWORK COMPETENCE

- The ability to recognise the advantages and disadvantages of networking
- The ability to recognise interest groups, knowledge of interest groups
- The ability to maintain old and create new networks
- The ability to foster partnerships with various actors on the basis of trust and equality

17 WRITTEN COMMUNICATION AND ONLINE COMMUNICATION SKILLS

- The ability to produce library-related documents directed at various target groups in various communication situations using various media (including email) in the manner agreed upon between the libraries
- The ability to produce documents and other written material in a linguistically correct, interesting and persuasive manner
- The ability to develop interactive communication that includes feedback online

18 ORAL COMMUNICATION AND PRESENTATION SKILLS

- The ability to present arguments clearly, persuasively and professionally in one's duties

- The ability to convey a message, even in demanding situations
- The ability to take into account various target groups and communication situations in presentations

19 LANGUAGE SKILLS

- The ability to use the national languages, English and other European and world languages