FLICC
FEDLINK

FEDERAL LIBRARIAN COMPETENCIES

OCTOBER 2008

Federal Library &
Information Center Committee
Library of Congress
101 Independence Avenue, SE
Washington, DC 20540
Web Site: http://www.loc.gov/flicc

TABLE OF CONTENTS

FOREWORD

The Federal Library and Information Center Committee (FLICC) developed the *Federal Librarian Competencies* to define the knowledge, skills, and abilities (KSAs) needed to perform successfully as a federal librarian. Librarians can use the competencies to identify their proficiency within a group of shared competencies and seven broad functional domains. Managers can use the competencies to develop job descriptions, recruit and train employees, create performance standards, develop succession plans, and align with agency's mission and strategic goals.

ACKNOWLEDGMENTS

The *Federal Librarian Competencies* was developed by the FLICC Human Resources Working Group at the urging of the U.S. Office of Personnel Management (OPM). The Competencies Project Development Team met monthly for more than a year to develop this document.

The Competencies Project Development Team specifically acknowledges the work of ARMA International and the United States Army upon which this document has been built. The Team expresses gratitude to the Medical Library Association, American Library Association, SLA, the American Association of Law Libraries, the National Library of Medicine, and the Library Services Unit of the Library of Congress, the United States Navy, and OPM whose previous works on competency development were heavily relied upon in the creation of this document. We also relied upon the six levels of the cognitive domains of *Bloom's Taxonomy* to describe the domains.

FLICC gratefully acknowledges the work of the following individuals who developed the *Federal Librarian Competencies*.

Competencies Project Development Team Members:

Barbara Christine, Chief, Library Program
U.S. Army, Family and Morale, Welfare and Recreation Command

Karl E. Debus-López, Head, Acquisitions and Collection Development
Branch and Chief Collection Development Officer
National Agricultural Library, U.S. Department of Agriculture

Kathleen M. Eighmey (ret), Library and Information Services Coordinator
Department of Homeland Security

Georgette Harris, Network Program Specialist
FEDLINK, Library of Congress

M. Ann Parham, Librarian of the Army
Headquarters, Department of the Army

Jane A. Pellegrino, Head, Library Services Department
Naval Medical Center Portsmouth

Carol E. Ramkey, Director, Library of the Marine Corps
Marine Corps University

Donna Ramsey, Librarian
U.S. Army Van Noy Library, Fort Belvoir

Roberta I. Shaffer, Executive Director
FLICC, Library of Congress

INTRODUCTION

PURPOSE AND SCOPE

Federal Librarian Competencies are a component of an overall and ongoing commitment by FLICC to maintain current professional competencies for the federal library community. These competencies will eventually include a self-assessment tool. The competencies are dynamic and will be periodically evaluated for relevancy by FLICC. The expectation is that the competencies will be helpful to others beyond the federal librarian community including human resource professionals, information technology peers and partners, executive level management, policy-makers, product developers and the vendor community, educational institutions, and certifying entities, as well as other information professionals.

WHAT ARE COMPETENCIES?

Competencies are defined as the knowledge, skills, and abilities that define and contribute to performance in a particular profession. They are described so that they can be observed, measured, and rated. When a series of competencies is organized together a framework is created that differentiates among basic, advanced and expert. Competencies create a common bond of understanding and a common language for defining professional standards. Competencies are the foundation for competency-based management and continuous process improvement ensuring that federal librarians have the knowledge, skills and abilities to accomplish mission requirements. They are used to design and develop training and educational programs, position descriptions, and performance evaluation instruments and for alignment with strategic objectives.

There are some competencies that are shared by all members of the profession regardless of their domain orientation or level. These competencies are called "Shared Competencies," and are listed and defined prior to the first domain of this document.

HOW ARE COMPETENCIES DIFFERENT FROM PERFORMANCE STANDARDS OR DUTIES?

Competencies are patterns of skills, knowledge, abilities, behaviors and other characteristics that an individual needs to perform work roles or occupational functions successfully. Standards establish qualitative or quantitative measures for demonstrating performance. Duty statements describe tasks or processes undertaken to accomplish one's work. This document does not include duty statements or performance standards.

WHY EVALUATE ONE'S COMPETENCIES?

At an organizational level, competencies can provide benefits to the library in the areas of:

- strategic planning and budget execution;
- recruiting and hiring;
- performance feedback and management;
- training and development;
- career development;
- succession management; and
- alignment with agency's mission and strategic goals.

From an individual's perspective, understanding and using competencies can help to:

- identify gaps between present knowledge and skill sets, and those required for excellent performance;
- set goals for advancement;
- effectively discuss performance, career aspirations, and development needs with management; and
- • create a professional development plan.

ORGANIZATION OF THE *FEDERAL LIBRARIAN COMPETENCIES*

The *Federal Librarian Competencies* are organized by a group of shared competencies, seven functional domains with associated sub-domains and three competency levels:

SHARED COMPETENCIES

The *Federal Librarian Competencies* were developed with the assumption that the following shared competencies are possessed by all federal librarians regardless of domains and levels:

- **Advocacy** - Advances the values of the library profession.
- **Applied Learning** - Uses knowledge acquired through formal training or experience to accomplish one's work.
- **Conflict Management** - Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner.
- **Creative Thinking** - Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.
- **Decision Making** - Makes well-informed and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.
- **Ethical Framework** - Subscribes to the ethics, values, and foundational principles of the library and information profession.
- **External Awareness** - Identifies and understands economic, political, and social trends that affect the organization.
- **Flexibility** - Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.
- **Foundational Knowledge** - Knows and embraces the corpus of knowledge of libraries and librarianship including the importance of permanent access in a governmental setting.
- **Influencing/Negotiating** - Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.
- **Interpersonal Skills** - Shows respect, concern, and empathy for others.
- **Leadership** - Influences, motivates, and challenges others; adapts leadership styles to a variety of situations.
- **Learning** - Uses efficient learning techniques to acquire and apply new knowledge and skills; uses training, feedback, or other opportunities for life-long self-learning and development.
- **Listening Skills** - Actively listen, interpret and provide appropriate feedback to individuals and groups so that what is heard is properly understood.
- **Mathematical Reasoning** - Solves practical problems by choosing appropriately from a variety of mathematical and statistical techniques.
- **Oral Communication** - Expresses information (for example, ideas or facts) to individuals or groups effectively, listens to others, and responds appropriately.
- **Problem Solving** - Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make decisions within scope of authority.
- **Reading** - Understands and interprets written material and applies what is learned to specific situations.
- **Reasoning** - Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.
- **Self-Management** - Sets well-defined and realistic work objectives; displays initiative and demonstrates responsible behavior.
- **Teamwork and Collaboration** - Works with others to achieve shared goals and recognizes the value of diverse perspectives.
- **Technology Application** - Uses computers, peripherals, standard office equipment and software applications.

- **Thoroughness/Accuracy** - Demonstrates attention to detail. Is thorough and accurate when performing work.
- **Writing** - Uses proper English grammar, punctuation, and spelling. Writes in a succinct and organized manner that is appropriate for the intended audience or purpose.

DOMAINS

Groups of competencies in a particular functional area are the major responsibilities or duties that define the profession.

Within each sub-domain are competency statements expressed as KSAs required to perform in that area. The KSAs cover the full range of each domain and do not describe a specific job or position, but may be used to define job requirements. In this document KSAs are non-hierarchical and non-weighted. They may be selected across domains and levels to meet organizational or individual needs.

Rarely will the competencies for a person or position be found in one domain or at one level. Some domains are more universal in nature and should be considered in all position reviews, analysis and development. Therefore in using this document do not limit consideration of domains or levels to any one in particular; consider KSAs in all domains and all levels. All professionals at all levels have and should develop their competency in the domain of Library Leadership and Advocacy. This domain is not related to any personnel system, nor limited to supervisors or administrators.

The domains and sub-domains are:

Agency and Organization Knowledge

- Agency and Organization Context and Culture
- Federal Laws and Regulations
- Agency's Regulations, Policies and Guidelines

Library Leadership and Advocacy

- Administration and Management
- Supervision and Human Resources
- Public Relations and Library Promotion
- Professional Development
- Program Development and Outreach
- Best Practices and Evaluation

Reference and Research

- Research Analysis and Search Strategies
- Research Tools and Services
- Customer Education and Training

Collection Management

- Collection Development
- Acquisitions
- Resource Sharing
- Rights Management
- Resource Protection and Preservation
- Collection Access and Control

Content Organization and Structure

- Cataloging, Classification and Metadata

Library Technology Management

- Technology
- Library and Content Management Systems

- Information Assurance and Security

Specialized Knowledge, Skills, and Abilities

- Specialized Subject Knowledge
- Language

LEVELS

Levels represent the amount of knowledge or experience a person has relevant to a domain, sub-domain or competency statement—regardless of time in the profession.

The *Federal Librarian Competencies* are divided into three competency levels:

Basic: Federal librarians at this level have foundational knowledge, skills and abilities within the sub-domains. For professional growth the librarian focuses on developing and improving knowledge, skills, and abilities in the domain(s).

Advanced: Federal Librarians at this level have significant knowledge, skills, and abilities within the domain(s). At this level, the librarian understands more than the basic techniques and technologies and has demonstrated good judgment in the field. In addition, the librarian may be developing specialized skills. For professional growth the librarian focuses on fine tuning specialized skills, developing management expertise, and contributing to the library profession.

Expert: Federal librarians at this level have extensive knowledge, skills and abilities within the domain(s) and are accomplished in the field. The librarian performs at the senior staff level, making strategic decisions, partnering with organizational executive management, and giving enterprise direction to library program staff and customers, or, is an expert in a specific domain. At this level the federal librarian establishes best practices and uses advanced techniques and technology to innovate. For professional growth, the federal librarian at this level focuses on organizational positioning, strategic alignment, leading people, change management, and leadership in the profession.

The levels represent a progression in competencies regardless of years in practice. **The levels do not represent pay grades or pay bands. These KSAs are designed to be used as a "pick list."** An individual need not demonstrate all of the KSAs in a domain or level before progressing to the next level. The order of the KSA statements in the sub-domains does not indicate significance simply because one is listed before or after another.

AGENCY AND ORGANIZATION KNOWLEDGE		
KSAs – BASIC LEVEL	*KSAs – ADVANCED LEVEL*	*KSAs – EXPERT LEVEL*
Agency and Organization Context and Culture		
• Demonstrates knowledge of the mission and goals of the agency or organization. • Demonstrates knowledge of the library's place and role in the agency or organization. • Demonstrates knowledge of the agency's publications and information products. • Demonstrates knowledge of interagency and government-wide library initiatives and programs.	• Demonstrates ability to understand the mission, goals, programs, initiatives and structure of the agency or organization. • Demonstrates understanding of the history and culture of the agency or organization. • Demonstrates understanding of the interrelationships within the agency or organization and their impact on the library. • Demonstrates knowledge of publications and information products of external entities related to the home agency or organization. • Demonstrates understanding of external environments and cultures and their impact on the agency or organization. • Demonstrates the ability to understand and use interagency and government-wide library initiatives and programs. • Demonstrates ability to identify key internal and external stakeholders.	• Demonstrates ability to interpret and explain the mission, goals, programs, initiatives and structure of the agency or organization. • Demonstrates understanding of emerging issues and trends relating to the future direction of the agency or organization. • Demonstrates understanding of the agency or organization place and role within the federal government and its relationships with other government entities and its impact on the library. • Demonstrates knowledge of emerging issues and trends relating to the home agency or organization publications and information products. • Demonstrates understanding of key internal and external stakeholders and their impact on the library. • Demonstrates understanding of external environments, cultures and trends and their impact on the agency or organization. • Demonstrates ability to interpret, explain or propose interagency and government-wide library initiatives and programs.
Federal Laws and Regulations		
• Demonstrates knowledge of federal laws, regulations, directives, standards and policies applicable to the library. • Demonstrates knowledge of federal acquisition regulations and policies. • Demonstrates knowledge of copyright and intellectual property laws and guidelines. • Demonstrates knowledge of Freedom of Information Act (FOIA).	• Demonstrates ability to understand and apply federal laws, regulations, directives, standards and policies applicable to the library. • Demonstrates ability to understand and apply federal acquisition regulations and policies. • Demonstrates ability to understand and apply copyright and intellectual property laws and guidelines. • Demonstrates ability to understand the implications of congressional, agency, Freedom of Information Act (FOIA) and other investigative inquiries.	• Demonstrates ability to interpret and explain or write draft federal laws, regulations, directives, standards and policies applicable to the library. • Demonstrates ability to interpret, explain and apply federal acquisition regulations and policies. • Demonstrates ability to interpret, explain and advise on copyright and intellectual property laws and guidelines. • Demonstrates ability to develop and write responses to congressional, agency, Freedom of Information Act (FOIA) and other investigative inquiries.
Agency's Regulations, Policies and Guidelines		
• Demonstrates knowledge of agency's regulations, directives, standards and policies applicable to the library. • Demonstrates knowledge of agency's equal opportunity and diversity regulations, polices and guidelines. • Demonstrates knowledge of the agency's property accountability regulations and	• Demonstrates ability to understand and apply agency's regulations, directives, standards and policies applicable to the library. • Demonstrates ability to understand and apply agency's equal opportunity and diversity regulations, polices and guidelines.	• Demonstrates ability to interpret and explain agency's regulations, directives, standards and policies applicable to the library. • Demonstrates ability to interpret and explain agency's equal opportunity and diversity regulations, polices and guidelines.

AGENCY AND ORGANIZATION KNOWLEDGE		
KSAs – BASIC LEVEL	*KSAs – ADVANCED LEVEL*	*KSAs – EXPERT LEVEL*
guidelines. • Demonstrates knowledge of the agency's or organization's security classifications, data protection and access policies. • Demonstrates knowledge of the agency's records management regulations and policies. • Demonstrates knowledge of the agency's customer access and privacy policies. • Demonstrates knowledge of the agency and organization information policies and products. • Demonstrates knowledge of agency and organization Information Management/Information Technology policies, procedures, and regulations.	• Demonstrates ability to understand and apply agency's property accountability regulations and guidelines. • Demonstrates ability to understand and apply the agency's or organization's security classifications, data protection and access policies. • Demonstrates the ability to understand and apply the agency's records management regulations and policies. • Demonstrates ability to understand and apply the agency's customer access and privacy policies. • Demonstrates knowledge of information policies and products of external entities related to the home agency or organization. • Demonstrates ability to understand and apply agency and organization Information Management/Information Technology policies, procedures, and regulations.	• Demonstrates ability to interpret and explain agency's property accountability regulations and guidelines. • Demonstrates ability to write the agency's or organization's library property accountability regulations or policies. • Demonstrates ability to interpret and explain agency's or organization's security classifications, data protection and access policies. • Demonstrates ability to interpret and explain the agency's records management regulations and policies. • Demonstrates ability to interpret and explain agency's customer access and privacy policies. • Demonstrates ability to write the library's customer access and privacy policies. • Demonstrates knowledge of emerging issues and trends relating to the home agency or organization information policies and products. • Demonstrates ability to interpret and explain agency and organization Information Management/Information Technology policies, procedures, and regulations.

LIBRARY LEADERSHIP AND ADVOCACY		
KSAs – BASIC LEVEL	*KSAs – ADVANCED LEVEL*	*KSAs – EXPERT LEVEL*
Administration and Management		
• Demonstrates understanding of general management theories and practices. • Demonstrates ability to apply library policies and procedures consistent with localized needs and workflows. • Demonstrates ability to understand the principles of library facilities planning and space management. • Demonstrates ability to understand the principles of library financial management, planning and budgeting. • Demonstrates ability to advocate for support of the library or functional area(s) of the library. • Demonstrates ability to understand and use library licenses and other agreements. • Demonstrates knowledge of contract requirements. • Demonstrates knowledge of procurement/payment processes and systems. • Demonstrates ability to understand the library's Continuity of Operations Plan (COOP) and risk management program. • Demonstrates ability to understand relationship of the library to an agency's or agency division's national interests. • Demonstrates ability to understand and explain managerial, strategic, operational and long-range plans for the library within the organization's plans. • Demonstrates ability to understand and explain library's mission, goals and objectives. • Demonstrates knowledge and understanding of the library and functional area(s) policies and procedures. • Demonstrates ability to understand the impact of changes in funding, policies, regulation and legislation on the library. • Demonstrates ability to understand project management principles and practices. • Demonstrates ability to present specialized reports and briefings relating to library products, programs and services. • Demonstrates ability to deliver library program(s) and service(s).	• Demonstrates ability to employ general management theories and practices in the library environment. • Demonstrates ability to develop and execute policies and procedures aligned with the library or functional area(s) mission, goals and objectives. • Demonstrates ability to write and implement library facilities and space allocation plans. • Demonstrates ability to analyze, interpret and execute library or functional area(s) finance and budgeting plans and use cost analysis data to allocate resources. • Demonstrates ability to advocate for and defend support of the library or functional area(s) of the library. • Demonstrates ability to interpret and explain library or functional area(s) licenses and other agreements. • Demonstrates ability to write contract requirements documents. • Demonstrates ability to use and explain procurement/payment processes and systems. • Demonstrates ability to deploy and explain the library or functional area(s) Continuity of Operations Plan (COOP) and risk management program. • Demonstrates ability to interpret and apply library or functional area(s) in relation to an agency's or agency division's national interests. • Demonstrates ability to interpret and implement managerial, strategic, operational and long-range plans for the library or functional area(s) within the organization's plans. • Demonstrates ability to interpret and implement the library or functional area(s) mission, goals and objectives. • Demonstrates ability to interpret and explain the library or functional area(s) policies and procedures. • Demonstrates ability to track and anticipate changes in funding, policies, regulation and legislation that impact the library or functional area(s) • Demonstrates ability to apply the principles and practices of Project Management for library or functional area(s) projects, programs and services.	• Demonstrates ability to synthesize and adapt general management theories and practices to the library environment. • Demonstrates ability to anticipate and plan for library or functional area(s) policies and procedures aligned with the organization's mission, strategic goals and objectives. • Demonstrates ability to design and evaluate library or functional area(s) facilities and space management plans and justify requirements. • Demonstrates ability to formulate, defend and execute library or functional area(s) finances, budgeting, cost analysis, and resource allocation. • Demonstrates ability to formulate and employ strategies to advocate, justify and defend library or functional area(s) needs. • Demonstrates ability to evaluate library or functional area(s) licenses and coordinate agreements between the vendors and the organization. • Demonstrates ability to evaluate, select and justify contracting options and evaluate contract compliance. • Demonstrates ability to evaluate and select procurement and payment options. • Demonstrates ability to design, justify and manage the library or functional area(s) Continuity of Operations Plan (COOP) and risk management program. • Demonstrates ability to develop and justify library or functional area(s) policy in relation to an agency's or agency division's national interests. • Demonstrates ability to develop, evaluate and justify managerial, strategic, operational and long-range plans for the library or functional area(s) within the organization's plans. • Demonstrates ability to create and align library or functional area(s) mission, goals and objectives with the organization • Demonstrates ability to create, assess or modify the library or functional area(s) policies and procedures. • Demonstrates ability to evaluate and plan for changes in funding, policies,

LIBRARY LEADERSHIP AND ADVOCACY		
KSAs – BASIC LEVEL	*KSAs – ADVANCED LEVEL*	*KSAs – EXPERT LEVEL*
• Demonstrates the ability to understand the library's vision. • Demonstrates ability to recognize customer's needs and inform resource allocation. • Demonstrates understanding of principles and practices of team building and team work. • Demonstrates knowledge of and ability to use FLICC and FEDLINK programs and services. • Demonstrates knowledge of federal library initiatives and programs.	• Demonstrates ability to develop and present reports and briefings to promote library or functional area(s) products, projects, programs and services. • Demonstrates ability to manage and coordinate library or functional area(s) projects, programs and services. • Demonstrates the ability to interpret and explain the library or functional area(s) vision. • Demonstrates ability to use customer relations management techniques in strategic planning and resources allocations. • Demonstrates ability to interpret, explain and apply the principles and practices of team building and team work. • Demonstrates ability to interpret and explain FLICC and FEDLINK programs and services. • Demonstrates ability to interpret, explain and use federal library initiatives and programs.	regulation and legislation that impact the library or functional area(s). • Demonstrates ability to create Project Management plans for library and functional area(s) projects, programs and services. • Demonstrates ability to develop proposals to justify library or functional area(s) projects, products, programs and services. • Demonstrates ability to evaluate and modify library or functional area(s) projects, programs and services. • Demonstrates the ability to create and articulate a vision for the library or functional area(s) • Demonstrates ability to evaluate and synthesize customer needs in strategic planning and resource allocation. • Demonstrates ability to assemble, evaluate and manage teams. • Demonstrate ability to evaluate existing or propose new FLICC and FEDLINK policies, programs and services. • Demonstrates ability to evaluate existing or propose new federal library or functional area(s) initiatives and programs.
Supervision and Human Resources		
• Demonstrates knowledge of Federal personnel laws and agency regulations, and policies in the recruitment, training, and promotion of library staff. • Demonstrates ability to understand and follow agency and library equal opportunity and diversity policies. • Demonstrates ability to understand the processes for individual development, performance plans and evaluations. • Demonstrates knowledge of principles and practices of human resources management and labor relations in a diverse workforce. • Demonstrates ability to understand library workforce and succession plans. • Demonstrates knowledge of and ability to support and motivate subordinates, peers and colleagues. • Demonstrates knowledge of and ability to use staff training programs.	• Demonstrates ability to apply Federal personnel laws and agency regulations, and policies in the recruitment, training, supervision and development of library staff. • Demonstrates ability to interpret and apply agency and library diversity and equal opportunity policies. • Demonstrates ability to understand and explain the principles of individual development, performance plans and evaluations. • Demonstrates ability to interpret and apply principles and practices of human resources management and labor relations in a diverse workforce. • Demonstrates ability to interpret and incorporate library workforce and succession plans in daily practice. • Demonstrates knowledge of and ability to apply principles of staff development, coaching and mentoring. • Demonstrates ability to monitor and implement staff training programs.	• Demonstrates ability to evaluate and incorporate Federal personnel laws and agency regulations, and policies in personnel planning and management. • Demonstrates ability to create an environment that promotes equal opportunity and diversity in the library. • Demonstrates ability to evaluate and interpret the outcomes of individual development, performance plans and evaluations. • Demonstrates ability to manage the full cycle of human resources management in a diverse workforce. • Demonstrates ability to create and implement workforce and succession plans. • Demonstrates ability to select or develop personnel performance measures and evaluate their efficacy. • Demonstrates ability to design staff development, coaching and mentoring programs.

LIBRARY LEADERSHIP AND ADVOCACY		
KSAs – BASIC LEVEL	*KSAs – ADVANCED LEVEL*	*KSAs – EXPERT LEVEL*
Public Relations and Library Promotion		
• Demonstrates the ability to communicate and implement the library's vision in daily practices. • Demonstrates ability to apply the results of customer surveys or studies in daily practices. • Demonstrates ability to use and disseminate library promotional materials. • Demonstrates ability to explain the value of library products, services and programs to customers based on marketing plans. • Demonstrates knowledge of the principles and practices of customer relations management. • Demonstrates ability to understand library marketing activities and outcomes.	• Demonstrates ability to tailor communications to explain the value of library products, services and programs to clientele. • Demonstrates ability to conduct customer satisfaction surveys or studies on customer attributes and demographics. • Demonstrates ability to review, edit, and adapt library promotional materials. • Demonstrates ability to implement and adjust library marketing plans. • Demonstrates ability to apply external marketing research to library products, services and programs. • Demonstrates ability to apply the principles and practices of customer relations management. • Demonstrates ability to apply marketing activities and outcomes to the library.	• Demonstrates ability to communicate return on investment of library program(s). • Demonstrates ability to design and evaluate customer satisfaction surveys or studies on customer attributes and demographics. • Demonstrates ability to design and adapt library products, services and programs based on results of surveys and studies. • Demonstrates ability to design library promotional materials. • Demonstrates ability to create library marketing plans. • Demonstrates ability to select the appropriate messages and media for the target audience of library products, services and programs. • Demonstrates ability to evaluate and select external marketing research for relevance to library products, services and programs. • Demonstrates ability to evaluate and select the principles and practices of customer relations management. • Demonstrates ability to evaluate library marketing activities and outcomes.
Professional Development		
• Demonstrates knowledge of library science and related professional associations. • Demonstrates knowledge of issues and trends in library science and related professions. • Demonstrates knowledge of and ability to use FLICC and FEDLINK educational programs and services. • Demonstrates knowledge of library educational and professional development initiatives and programs.	• Demonstrates the ability to distinguish the roles and missions of library science and related professional associations. • Demonstrates ability to identify and apply issues and trends in library science and related professions. • Demonstrates ability to interpret and explain FLICC and FEDLINK educational programs and services. • Demonstrates ability to interpret, explain and use library educational and professional development initiatives and programs.	• Demonstrates ability to evaluate and develop programs and services in library science and related professional associations. • Demonstrates ability to evaluate issues and trends in library science and related professions. • Demonstrate ability to evaluate existing or propose new FLICC and FEDLINK educational policies, programs and services. • Demonstrates ability to evaluate existing and propose or develop new library educational and professional development initiatives and programs.
Program Development and Outreach		
• Demonstrates knowledge of principles and practices of program and event planning and development. • Demonstrates knowledge of principles and practices of outreach to existing and potential clienteles. • Demonstrates knowledge of the role of	• Demonstrates ability to apply the principles and practices of program and event planning and development. • Demonstrates ability to apply the principles and practices of outreach to existing and potential clienteles. • Demonstrates ability to use alliances and	• Demonstrates ability to evaluate and adapt the principles and practices of program and event planning and development. • Demonstrates ability to evaluate and adapt the principles and practices of outreach to existing and potential

LIBRARY LEADERSHIP AND ADVOCACY		
KSAs – BASIC LEVEL	*KSAs – ADVANCED LEVEL*	*KSAs – EXPERT LEVEL*
alliances and collaborative relationships in program development and outreach.	collaborative relationships in program development and outreach. • Demonstrates ability to identify and distinguish existing and potential clienteles.	clienteles. • Demonstrates ability to develop, evaluate and support alliances and collaborative relationships in program development and outreach. • Demonstrates ability to evaluate and stratify existing and potential clienteles to customize programs and outreach.
Best Practices and Evaluation		
• Demonstrates ability to understand and apply the theories and principles of library science, information content management and scholarly communications. • Demonstrates ability to locate and use library best practices, benchmarks and norms. • Demonstrates ability to apply research methodologies. • Demonstrates knowledge of library performance tools and measures. • Demonstrates ability to understand and apply the evaluation process for library products, services, programs, and systems.	• Demonstrates ability to interpret and explain theories and principles of library science, information content management and scholarly communications. • Demonstrates ability to interpret and explain library best practices, benchmarks and norms. • Demonstrates ability to critique and explain research methodologies. • Demonstrates ability to select or use tools for evaluation of library products, services, programs, and systems. • Demonstrates knowledge of standard industry performance tools and measures. • Demonstrates ability to manage the evaluation process for library products, services, programs, and systems.	• Demonstrates ability to synthesize and adapt theories and principles of library science, information content management and scholarly communications to develop library policies and practices. • Demonstrates ability to evaluate and select library best practices, benchmarks and norms to design, defend and adapt library policies, products, services, and programs. • Demonstrates ability to serve as the recognized authority on library and information science principles and best practices within the parent organization. • Demonstrates ability to evaluate and select research methodologies. • Demonstrates ability to evaluate complex data and document findings. • Demonstrates ability to design and evaluate library performance tools and measures. • Demonstrates ability to evaluate and explain the outcomes of library performance tools and measures. • Demonstrates ability to design the evaluation process for library products, services, programs, and systems. • Demonstrates ability to integrate standard industry performance tools and measures.

REFERENCE AND RESEARCH		
KSAs – BASIC LEVEL	*KSAs – ADVANCED LEVEL*	*KSAs – EXPERT LEVEL*
Research Analysis and Search Strategies		
• Demonstrates knowledge of reference and research principles and methodologies. • Demonstrates ability to understand and apply reference interview techniques. • Demonstrates ability to apply established approaches to research analysis and the development of search strategies. • Demonstrates ability to understand and use finding and research aids and bibliographic tools. • Demonstrates ability to understand the types of information seeking behaviors. • Demonstrates understanding of and ability to apply search strategies to retrieve information. • Demonstrates the ability to understand and apply the principles of authority, veracity and utility of information resources. • Demonstrates the ability to understand the principles of authority, veracity and utility of data and data collection methodologies. • Demonstrates knowledge of database structure and organization. • Demonstrates the ability to understand the attributes of and use of standard information resources. • Demonstrates knowledge of current technologies and information resources. • Demonstrates knowledge of current reference and research practices and tools. • Demonstrates ability to use national/international databases for reference and research purposes. • Demonstrates understanding of data mining techniques.	• Demonstrates ability to interpret and apply reference and research principles and methodologies. • Demonstrates ability to analyze and select the reference interview techniques appropriate to the customer and information resources. • Demonstrates ability to compare and choose diverse approaches to research analysis and the development of search strategies. • Demonstrates ability to interpret and explain finding and research aids and bibliographic tools. • Demonstrates ability to differentiate information seeking behaviors and adjust responses. • Demonstrates ability to select and employ diverse search strategies to maximize retrieval. • Demonstrates the ability to interpret and explain the authority, veracity and utility of specific information resources. • Demonstrates the ability to apply and explain the principles of authority, veracity and utility of data and data collection methodologies. • Demonstrates ability to understand and apply database structure and organization to problem analysis. • Demonstrates the ability to understand the attributes of and use specialized or non-standard information resources. • Demonstrates ability to adapt and use state-of- the-art technologies and information resources. • Demonstrates ability to adapt and use state-of- the-art reference and research practices and tools. • Demonstrates ability to interpret and explain national/international databases for reference and research purposes. • Demonstrates ability to apply data mining techniques for library products and services.	• Demonstrates ability to develop or adapt reference and research principles and methodologies. • Demonstrates ability to develop or adapt reference interview techniques appropriate to the customer and information resources. • Demonstrates ability to create innovative approaches to research analysis and the development of search strategies. • Demonstrates ability to create or adapt finding and research aids and bibliographic tools. • Demonstrates ability to analyze information seeking behaviors to facilitate information delivery. • Demonstrates ability to formulate and execute complex search strategies. • Demonstrates the ability to make judgments on the authority, veracity and utility of information resources. • Demonstrates the ability to evaluate authority, veracity and utility of data and data collection methodologies. • Demonstrates ability to deconstruct and evaluate database structure and organization for problem analysis. • Demonstrates the ability to evaluate specialized or non-standard information resources. • Demonstrates ability to evaluate and select emerging technologies and information resources • Demonstrates ability to evaluate and select emerging reference and research practices and tools. • Demonstrates ability to evaluate and select national/international databases for reference and research purposes. • Demonstrates ability to evaluate and select data mining techniques for library products and services.
Research Tools and Services		
• Demonstrates the ability to use the library's existing reference and research products, services and programs. • Demonstrates understanding of selection and dissemination tools and technologies	• Demonstrates ability to interpret, explain and customize the library's reference and research products, services and programs. • Demonstrates ability to employ selection	• Demonstrates ability to create the library's reference and research products, services and programs. • Demonstrates ability to formulate and assess selection and dissemination tools

REFERENCE AND RESEARCH		
KSAs – BASIC LEVEL	*KSAs – ADVANCED LEVEL*	*KSAs – EXPERT LEVEL*
for continuous information flow. • Demonstrates ability to use the library's management systems for reference and research purposes.	and dissemination tools and technologies for continuous information flow. • Demonstrates ability to interpret and explain the library's management systems for reference and research purposes. • Demonstrates the ability to identify or test systems requirements and specifications for the library's reference and research products, services and programs.	and technologies for continuous information flow. • Demonstrates ability to evaluate and customize the library's management systems for reference and research purposes. • Demonstrates ability to incorporate the customers' perspectives in creating the library's reference and research products, services and programs. • Demonstrates the ability to develop systems requirements and specifications for the library's reference and research products, services and programs.
Customer Education and Training		
• Demonstrates knowledge of the principles and practices of bibliographic instruction. • Demonstrates knowledge of the principles and practices of information literacy. • Demonstrates knowledge of standard training and instructional techniques. • Demonstrates ability to locate and use standard instructional materials. • Demonstrates ability to understand the principles of proven education and training delivery methodologies. • Demonstrates ability to use the library's education and training products for instructional purposes. • Demonstrates knowledge of learning style models and theories.	• Demonstrates ability to apply the principles and practices of bibliographic instruction. • Demonstrates ability to apply the principles and practices of information literacy. • Demonstrates ability to use and adapt standard training and instructional techniques. • Demonstrates ability to adapt existing or new instructional materials. • Demonstrates ability to apply proven education and training delivery methodologies. • Demonstrates ability to interpret, explain and adapt the library's education and training products, services and programs. • Demonstrates ability to differentiate among learning styles and customize instruction. • Demonstrates ability to develop and implement educational programs using current learning delivery methods. • Demonstrates ability to evaluate the library's resources and develop learning modules and instructional materials.	• Demonstrates ability to evaluate bibliographic instruction outcomes and adapt delivery methods. • Demonstrates ability to evaluate information literacy programs' outcomes and adapt them. • Demonstrates ability to evaluate and select standard or emerging training and instructional techniques. • Demonstrates ability to evaluate and select or design the library's instructional materials. • Demonstrates ability to evaluate and select or create education and training delivery methodologies. • Demonstrates ability to create and evaluate the library's education and training products, services and programs • Demonstrates ability to apply understanding of diverse learning styles to evaluate efficacy of education and training programs. • Demonstrates ability to plan, implement, evaluate and adapt library educational and training programs.

COLLECTION MANAGEMENT		
KSAs – BASIC LEVEL	*KSAs – ADVANCED LEVEL*	*KSAs – EXPERT LEVEL*
Collection Development		
• Demonstrates knowledge of the theory, principles, and standards and practices in the life cycle of library collections. • Demonstrates knowledge of the principles of collection development and collection development plans. • Demonstrates ability to understand the use of bibliographic resources in collection assessment and development. • Demonstrates knowledge of the publishing and information industry in relation to collection assessment and development. • Demonstrates the ability to understand the library's collection development plans and policies. • Demonstrates ability to understand selection, inventory and de-accession of the library's resources in the context of the library's collection development plans and policies. • Demonstrates knowledge of collection evaluation and assessment tools.	• Demonstrates ability to apply theories, principles, and standards in managing the life cycle of the library's collections. • Demonstrates ability to apply the principles of collection development and collection development plans. • Demonstrates ability to use bibliographic resources in collection assessment and development. • Demonstrates ability to understand how the publishing and information industry trends and changes affect collection assessment and development. • Demonstrates ability to explain the library's collection development plans and policies. • Demonstrates ability to select, inventory and de-accession library resources in the context of the library's collection development plans and policies. • Demonstrates ability to apply assessment tools for collection development and management.	• Demonstrates ability to create the library's collection development plan incorporating the theories, principles, and standards of collection management life cycle. • Demonstrates ability to create, evaluate and review a formal library collection development plan and supporting policies. • Demonstrates ability to evaluate and select the bibliographic resources for use in collection assessment and development. • Demonstrates ability to modify and adapt collection assessment and development in response to changes and trends in the publishing and information industry. • Demonstrates ability to influence trends and changes in the publishing and information industry. • Demonstrates ability to justify and defend the library's collection development plans and policies. • Demonstrates ability to evaluate and justify exceptions to the library's selection, inventory and de-accession policies. • Demonstrates ability to evaluate and select collection assessment tools.
Acquisitions		
• Demonstrates knowledge of the library's acquisitions policies and procedures. • Demonstrates knowledge of trends in information formatting, production, packaging and dissemination.	• Demonstrates ability to apply, interpret and explain the library's acquisitions policies and procedures. • Demonstrates ability to compare and select appropriate acquisition options. • Demonstrates ability to apply knowledge of trends and changes in information formatting, production, packaging and dissemination to the library's acquisitions policies and procedures.	• Demonstrates ability to develop, evaluate and modify the library's acquisitions policies and procedures. • Demonstrates ability to justify and defend selected acquisition options. • Demonstrates ability to modify and adapt the library's acquisitions policies and procedures in response to changes and trends in information formatting, production, packaging and dissemination.
Resource Sharing		
• Demonstrates knowledge of the concepts, principles and guidelines of library resource sharing. • Demonstrates ability to understand and use resource sharing tools.	• Demonstrates ability to interpret and apply the library's resource sharing policies. • Demonstrates ability to evaluate and select resource sharing tools.	• Demonstrates ability to develop, justify, evaluate and modify the library's resource sharing policies. • Demonstrates ability to identify and evaluate emerging resource sharing trends and tools.

COLLECTION MANAGEMENT		
KSAs – BASIC LEVEL	*KSAs – ADVANCED LEVEL*	*KSAs – EXPERT LEVEL*
Rights Management		
• Demonstrates knowledge of digital rights laws, regulations and guidelines applicable to the library's information resources. • Demonstrates knowledge of copyright, licensing, and intellectual property laws and guidelines.	• Demonstrates ability to interpret and apply digital rights laws, regulations and guidelines in relation to the library's policies, products, services and programs. • Demonstrates ability to interpret and apply copyright, licensing, and intellectual property laws and guidelines in the library's policies, products, services and programs.	• Demonstrates ability to develop policies and procedures that comply with digital rights laws, regulations and guidelines. • Demonstrates ability to develop policies and procedures that comply with copyright, licensing, and intellectual property laws and guidelines. • Demonstrates ability to evaluate the applicability of digital rights and licensing agreements to library products and services.
Resource Protection and Preservation		
• Demonstrates knowledge of theories, trends and practices of conservation, preservation, or archiving of resources. • Demonstrates knowledge of disaster planning and the library and organization's plan(s). • Demonstrates ability to understand the concepts of planning for permanent access to information resources.	• Demonstrates ability to interpret and apply theories, trends and best practices of conservation, preservation, or archiving of resources. • Demonstrates the ability to interpret and apply the library's disaster plan. • Demonstrates ability to interpret and apply a plan for permanent access to information resources.	• Demonstrates ability to assess and select conservation, preservation, or archiving methodologies and technologies. • Demonstrates the ability to develop and evaluate the library's disaster plan. • Demonstrates ability to develop, justify and defend a plan for permanent access to information resources.
Collection Access and Control		
• Demonstrates understanding of the concepts and best practices of circulation and access to library resources. • Demonstrates knowledge of the licenses or agreements governing access to the library's electronic collections.	• Demonstrates ability to interpret and apply the concepts and best practices of circulation and access to the library's collections. • Demonstrates ability to interpret and apply licenses or agreements governing access to the library's electronic collections.	• Demonstrates ability to create, evaluate and modify the library's circulation and access policies and procedures. • Demonstrates the ability to evaluate licensing and other agreements, and develop access policies conforming to the license requirements.

CONTENT ORGANIZATION AND STRUCTURE		
KSAs – BASIC LEVEL	*KSAs – ADVANCED LEVEL*	*KSAs – EXPERT LEVEL*
Cataloging, Classification and Metadata		
• Demonstrates knowledge of the theories, principles and techniques of information organization. • Demonstrates ability to understand and use established cataloging, classification, metadata, and other content structuring standards and protocols. • Demonstrates ability to understand impact of customer needs on library content descriptions and management structures. • Demonstrates ability to understand the concepts of customer participation in library content management structures. • Demonstrates ability to understand and use library content and document management structures and protocols. • Demonstrates ability to understand and use bibliographic databases and tools. • Demonstrates understanding of developments and trends in library content and document management structures and tools. • Demonstrates the ability to understand the theories and principles of thesauri, taxonomies and ontologies. • Demonstrates ability to understand and interpret bibliographic records. • Demonstrates knowledge of schema and protocols for current resources or formats. • Demonstrates ability to understand and apply the principles and practices of indexing and abstracting. • Demonstrates ability to understand and interpret indexing and abstracting records.	• Demonstrates ability to interpret and apply the theories, principles and techniques of information organization. • Demonstrates ability to interpret and explain established cataloging, classification, metadata, and other content structuring standards and protocols. • Demonstrates ability to interpret and incorporate customer needs in library content descriptions and management structures. • Demonstrates ability to interpret and analyze customer input to modify library content descriptions. • Demonstrates ability to interpret and explain library content and document management structures, protocols, and systems. • Demonstrates ability to compare and select among multiple bibliographic databases and tools. • Demonstrates ability to adapt and use state-of-the art library content and document management structures and tools. • Demonstrates ability to apply principles, standards and protocols for thesauri, taxonomies and ontologies. • Demonstrates ability to create bibliographic and authority records. • Demonstrates ability to adapt and use schema and protocols for new resources or formats. • Demonstrates ability to interpret and explain the principles and practices of indexing and abstracting. • Demonstrates ability to index content and create abstracts.	• Demonstrates ability to develop or adapt the theories, principles and techniques of information organization. • Demonstrates ability to create or adapt cataloging, classification, metadata, and other content structuring standards and protocols. • Demonstrates ability to evaluate and validate customer needs to modify or create library content descriptions and management structures. • Demonstrates ability to evaluate and validate customer input to modify or create library content management structures. • Demonstrates ability to design the schema and protocols for library content management structures and systems. • Demonstrates ability to evaluate and synthesize data to create new bibliographic databases and tools. • Demonstrates ability to evaluate and select or create new library content and document management structures and tools. • Demonstrates ability to evaluate and synthesize across thesauri to create new taxonomies and ontologies. • Demonstrates ability to develop new standards and protocols for bibliographic and authority records. • Demonstrates ability to design the schema and protocols for emerging resources or formats. • Demonstrates ability to evaluate and judge complex issues and discrepancies in the application of library cataloging and metadata standards and protocols. • Demonstrates ability to create, evaluate and modify indexing and abstracting standards, protocols and structures.

LIBRARY TECHNOLOGY MANAGEMENT		
KSAs – BASIC LEVEL	*KSAs – ADVANCED LEVEL*	*KSAs – EXPERT LEVEL*
Technology		
• Demonstrates knowledge of the theories, principles, practices and protocols of information technology and management. • Demonstrates knowledge of systems analysis principles and techniques. • Demonstrates knowledge of communications and information infrastructures. • Demonstrates knowledge of data standards. • Demonstrates understanding of the concepts and principles of human machine interaction and information seeking behaviors. • Demonstrates knowledge of library technology tools, trends and practices. • Demonstrates ability to understand how customer needs impact information technology and management systems. • Demonstrates knowledge of performance measures for library systems and application. • Demonstrates knowledge of performance measures for information technology and management systems. • Demonstrates understanding of and ability to use technological solutions for library work flows and business processes.	• Demonstrates ability to interpret and apply the theories, principles, practices and protocols of information technology and management. • Demonstrates ability to apply systems analysis principles and techniques library products, services, and systems. • Demonstrates ability to use communications and information infrastructures for library products, services and systems. • Demonstrates ability to interpret and apply of data standards for library products and systems. • Demonstrates ability to interpret and apply the concepts and principles of human machine interaction and information seeking behaviors to library products, services and systems. • Demonstrates ability to analyze, select and apply library technology tools, trends and practices. • Demonstrates ability to interpret and explain how customer needs impact information technology and management systems. • Demonstrates ability to apply and interpret performance measures for library systems and applications. • Demonstrates ability to apply and interpret performance measures for information technology and management systems. • Demonstrates ability to adapt and implement technological solutions for library work flows and business processes.	• Demonstrates ability to analyze, evaluate, select and modify information technology and management practices and protocols for library use. • Demonstrates ability to evaluate and select systems analysis techniques for library products, services and systems. • Demonstrates ability to evaluate and select communications and information infrastructures for library products, services, and systems. • Demonstrates ability to evaluate, select, modify or create data standards for library products and systems. • Demonstrates ability to evaluate and synthesize human machine interaction and information seeking behaviors to select, modify or create library products, services and systems. • Demonstrates ability to evaluate and select emerging technology tools, trends and practices for potential library applications. • Demonstrates ability to incorporate customer needs in evaluating, developing, and managing information technology and management systems. • Demonstrates ability to analyze and synthesize performance measures for library systems and applications. • Demonstrates ability to analyze and synthesize performance measures for information technology and management systems. • Demonstrates ability to evaluate, select and develop technological solutions for library work flows and business processes.
Library and Content Management Systems		
• Demonstrates knowledge of the theories, principles and practices of and the ability to use library and content management systems. • Demonstrates knowledge of current library and content management technologies and applications. • Demonstrates understanding of and ability to use technological solutions for permanent access. • Demonstrates knowledge of standard performance measures for library	• Demonstrates ability to interpret and apply the theories, principles and practices of library and content management systems. • Demonstrates ability to analyze, select, test and implement library and content management technologies and applications. • Demonstrates ability to select and adapt technological solutions for permanent access. • Demonstrates ability to interpret and	• Demonstrates ability to evaluate, adapt or develop theories, principles and practices of library and content management systems. • Demonstrates ability to evaluate and select existing or emerging library and content management technologies and applications. • Demonstrates ability to prototype and develop new library and information content management technologies and applications.

LIBRARY TECHNOLOGY MANAGEMENT		
KSAs – BASIC LEVEL	*KSAs – ADVANCED LEVEL*	*KSAs – EXPERT LEVEL*
technology applications. • Demonstrates ability to understand the theories and principles of content structure and organization in library and content management systems.	apply standard performance measures for library technology applications. • Demonstrates ability to interpret and apply the theories and principles of content structure and organization in library and content management systems.	• Demonstrates ability to evaluate and develop technological solutions for permanent access. • Demonstrates ability to evaluate and develop performance measures for library technology applications. • Demonstrates ability to evaluate and adapt the theories and principles of content structure and organization in library and content management systems. • Demonstrates knowledge of and ability to establish technical policies and protocols for library and content management technologies and applications.
Information Assurance and Security		
• Demonstrates knowledge of the process of system certification and acceptance. • Demonstrates knowledge of marking, handling, and dissemination processes for classified or controlled access information. • Demonstrates knowledge of authentication protocols and their application.	• Demonstrates ability to interpret and comply with system certification and acceptance processes. • Demonstrates ability to apply marking, handling, and dissemination processes for classified and controlled access information. • Demonstrates ability to apply authentication protocols and processes.	• Demonstrates ability to manage the system certification and acceptance processes. • Demonstrates ability to manage the marking, handling and dissemination processes for classified and controlled access information. • Demonstrates ability to manage authentication protocols and processes. • Demonstrates ability to evaluate and adapt library specific applications to information assurance requirements.

SPECIALIZED KNOWLEDGE, SKILLS AND ABILITIES		
KSAs – BASIC LEVEL	*KSAs – ADVANCED LEVEL*	*KSAs – EXPERT LEVEL*
Specialized Subject Knowledge		
• Demonstrates knowledge of the discipline specific culture and information seeking behavior(s) of the organization or agency. • Demonstrates knowledge of the specialized subject matter or discipline required by the organization or agency. • Demonstrates knowledge of discipline specific research methodologies and citation systems. • Demonstrates ability to use discipline specific bibliographic descriptions, classifications, and taxonomies. • Demonstrates knowledge of specialized resources and delivery methods tailored to specific audiences.	• Demonstrates understanding of the discipline specific culture and information seeking behavior(s) and ability to apply it to library products, services and programs. • Demonstrates understanding of the specialized subject matter or discipline required by the organization or agency and ability to apply it to library products, services and programs. • Demonstrates ability to use discipline specific research methodologies and citation systems. • Demonstrates ability to interpret, explain and adapt discipline specific bibliographic descriptions, classifications, and taxonomies. • Demonstrates ability to apply understanding of resources and delivery methods for specialized audiences.	• Demonstrates ability to apply understanding of discipline specific culture and information seeking behavior(s) to create library products, services and programs. • Demonstrates ability to apply understanding of specialized subject matter or discipline to create library products, services and programs. • Demonstrates ability to interpret and explain discipline specific research methodologies and citation systems. • Demonstrates ability to evaluate, select and create discipline specific bibliographic descriptions, classifications, and taxonomies. • Demonstrates ability to evaluate and select resources and delivery methods for specialized audiences.
Language		
• Demonstrates ability to read with comprehension in a non-English language specified by the organization or agency, or required by the discipline.	• Demonstrates ability to read, write, research, and use bibliographic tools with comprehension in a non-English language specified by the organization or agency, or required by the discipline.	• Demonstrates fluency in reading, writing, researching, and using bibliographic tools in a non-English language specified by the organization or agency, or required by the discipline.

GLOSSARY

For general library terms and definitions, see Online Dictionary for Library and Information Science (ODLIS) at http://lu.com/odlis/about.cfm .

Word	Definition
advocacy	The act or process of advocating or supporting a cause or proposal.
ARMA International	The Association of Records Managers and Administrators is a not-for-profit professional association for records and information managers and related industry practitioners and vendors. The association provides educational opportunities and educational publications covering the principles of records management. It also is known worldwide for its standards and guidelines.
best practice	An innovative and creative practice, project, activity, or program that facilitates achievement of the organization's mission. The relationship between the practice and its applicability to enhancing the mission is clear, and the practice is easily replicated by other organizations with similar circumstances. Best practices may be considered to be tested solutions to common business challenges.
competency	An observable, measurable pattern of skills, knowledge, abilities, behaviors and other characteristics that an individual needs to perform work roles or occupational functions successfully.
content management	A set of processes and technologies that support the evolutionary life cycle of digital information. Digital content may take the form of text, such as documents, multimedia files, audio or video files, or any other file type which follows a content life cycle which requires management.
continuity of operations plan (COOP)	A detailed plan providing for the survival of operations in the case of a disaster or catastrophic events which could destroy significant parts of the government in a short space of time.
data mining	The process of sorting through large amounts of data and picking out relevant information. It is usually used by business intelligence organizations, and financial analysts, but is increasingly being used in the sciences to extract information from the enormous data sets generated by modern experimental and observational methods.
de-accession	The process of deleting from accession record documents and other materials that are to be removed from a library collection. Also refers to any item so removed.
discipline	Related to a particular academic field of study for example law, medicine, agriculture, environment, transportation, science, etc.
domain	A group of competencies in a particular performance area are the major responsibilities or duties that define the profession. The *Federal Librarian Competencies* are comprised of shared competencies and seven specific domains, which are further divided into sub-domains.
FEDLINK	Federal Library and Information Network serves federal libraries and information centers as their purchasing, training and resource-sharing consortium.
FLICC	Federal Library and Information Center Committee fosters excellence in federal library and information services through interagency cooperation and -provides guidance for the Federal Library and Information Network (FEDLINK).
indexing and abstracting	A category of databases that provides bibliographic citations and abstracts of the literature of a discipline or subject area, as distinct from a retrieval service that provides information sources in full-text. An index is a guide to the contents of a file, document, or a group of documents. An abstract is the preparation of a brief, objective statement of the content of a written work to enable the researcher to quickly determine whether reading the entire text might satisfy the specific information need.
information assurance	The set of measures intended to protect and defend information and information systems by ensuring their availability, integrity,

Word	Definition
	authentication, confidentiality, and non-repudiation. This includes providing for restoration of information systems by incorporating protection, detection, and reaction capabilities.
Knowledge, Skill, Abilities (KSA)	**Knowledge** is an organized body of information usually of a factual or procedural nature, which, if applied, makes adequate performance on the job possible. A body of information applied directly to the performance of a function. **Skill** is the proficiency in manual, verbal or mental manipulation of data or things. Skills can be readily measured by a performance test where quantity and quality of performance are tested, usually within an established time limit. **Abilities** are the power to perform an observable activity at the present time. This means that abilities have been evidenced through activities or behaviors that are similar to those required on the job, e.g., ability to plan and organize work. Abilities are different from aptitudes. Aptitudes are only the potential for performing the activity.
level	A reflection of the amount of knowledge or experience a person has relevant to a specific topic or skill-set—regardless of time in the profession.
metadata	Literally it means, "data about data." Structured information describing information resources/objects for a variety of purposes. Although *AACR2*/MARC cataloging is formally metadata, the term is generally used in the library community for nontraditional schemes such as the Dublin Core Metadata Element Set, the VRA Core Categories, and the Encoded Archival Description (EAD). Metadata has been categorized as descriptive, structural, and administrative.
outreach	Library products, services and programs designed to meet the information needs of users who are unserved or underserved or entities with shared interests.
ontologies	The formal representation of a set of concepts within a domain and the relationships between those concepts. It is used to reason about the properties of that domain, and may be used to define the domain..
property accountability	The obligations, imposed by law, lawful order, or regulation, of a person to keep an accurate record of property, documents, or funds. The person having this obligation may or may not have actual possession of the property, documents, or funds, Accountability is primarily concerned with maintaining records.
Return on Investment (ROI)	A comparison of the monetary value of the business impact with the costs for a given human capital program. ROI is usually expressed as a percentage. ROI is part of a comprehensive measurement and evaluation system; there are various models to determine ROI.
SLA	Professional library association formerly the Special Libraries Association.
stakeholder	An individual or group who will be impacted in some way by a change. They have an interest (positive or negative) in how a project, initiative, or transformation will resolve itself.
sub-domain	In the Domain Name System (DNS) hierarchy, a sub-domain is a domain that is part of a larger domain.
taxonomy	The science of classification, including the general principles by which objects and phenomena are divided into classes, which are subdivided into subclasses, then into sub-subclasses, and so on.
thesaurus	Similar to a dictionary, but instead of definitions and pronunciations, it contains synonyms and antonyms.