Smathers Libraries Staff Competencies Training Matrix User Guide

2 Categories

Cross-departmental
- Institutional
- Professional-Interpersonal
- Management
- Technology
- Public Services

Area-specific
- Cataloging
- Preservation
- Digital Services
- Acquisitions
- Fiscal Services

10 Families

Staff Competencies
Contact Information

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# Terms

Below are explanations of the terminology used throughout the Smathers Libraries Staff Competencies Training Matrix.

<table>
<thead>
<tr>
<th>Term</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competency Category</td>
<td>The Smathers Libraries competencies are divided into two broad categories: Cross-Departmental and Area-Specific.</td>
</tr>
<tr>
<td></td>
<td>Cross Departmental competencies are those that are applicable to employees irrespective of the department in which they work or the tasks they perform.</td>
</tr>
<tr>
<td></td>
<td>Area Specific competencies are those that are applicable to employees who perform tasks within a specific functional area such as Acquisitions.</td>
</tr>
<tr>
<td>Competency Family</td>
<td>Both competency categories (Cross Departmental and Area Specific) are divided into Competency Families. A competency family is a functional/technical area within the Libraries that provides a framework for identifying and cultivating specific skills and abilities.</td>
</tr>
<tr>
<td>Competency</td>
<td>Competencies are defined as knowledge, skills, abilities, and behaviors required to be successful in library staff positions at the assistant and associate levels.</td>
</tr>
<tr>
<td>Level Number and Description (Expertise/Skill Level details)</td>
<td>Each competency is broken into a maximum of 6 skill levels. Each skill or knowledge level builds on the previous unless otherwise indicated. The skill levels selected for each competency do not necessarily, but sometimes may correspond with the Smathers Libraries six staff classifications of Library Assistant I through Library Associate III.</td>
</tr>
<tr>
<td>Target Audience</td>
<td>This is a specific group of Library staff for whom a resource is intended, for example, “catalogers.”</td>
</tr>
<tr>
<td>Classification</td>
<td>The George A. Smathers Libraries six staff classifications of Library Assistant I through Library Associate III.</td>
</tr>
<tr>
<td>Resource</td>
<td>For each competency, resources that employees can use to become more proficient have been identified. These may include formal training such as through UF Training and Organizational Development; web sites, job aids, procedures manuals, online tutorials, on-the-job training, or other - source of learning or performance support.</td>
</tr>
<tr>
<td>Description</td>
<td>A brief description of the resource – what it is, learning objectives, etc.</td>
</tr>
<tr>
<td>Resource Format</td>
<td>The format in which the resource currently exist (web sites, job aids, and procedures manuals), online tutorials, on-the-job training, etc. To learn more about resource formats, see the Legend Key below.</td>
</tr>
<tr>
<td>Resource Frequency</td>
<td>How often the resource is offered or is available (annually, semi-annually, etc.)</td>
</tr>
</tbody>
</table>
Introduction

Welcome to the Smathers Libraries Staff Competencies Training Matrix!

The Smathers Libraries Staff Competencies Training Matrix (also referred to as the “Staff Competencies Training Matrix”) is an online tool designed with the following two objectives in mind:

1. To facilitate access to, and usability of the Libraries Staff Core Competencies Index.
2. To assist employees and supervisors in identifying training opportunities, inside and outside the Libraries, targeting specific competencies.

1. To facilitate access to, and usability of the Libraries Staff Core Competencies Index.

With this online tool, employees, supervisors and hiring managers have access to the Libraries Staff Core Competencies Index in a format that allows for greater ease in navigating competency categories, families and levels.

The competency families selected by the Smathers Libraries are divided into two categories as follows:

1. Cross-Departmental Competencies
   - Institutional Competencies
   - Professional-Interpersonal
   - Management
   - Technology
2. Area-Specific Competencies
   - Public Services
   - Cataloging
   - Preservation
   - Digital Services
   - Acquisitions
   - Fiscal Services

Within each competency family, areas of expertise (competencies) were identified and broken into a maximum of six skill levels.

This online tool allows for searches to be conducted based on a desired competency category, family or level; or based on the desired classification (Assistant 1 – Associate 3) within a specific competency family.
Well-articulated and documented competencies provide a framework on which to build coherent efforts to increase the knowledge, skills and abilities of employees. This framework is used to identify and cultivate successful employees by applying competencies to the selection, professional development and evaluation processes. In an effort to link desired employee performance more directly to job descriptions and provide a directed training program, the UF Libraries developed a competencies classification system described in the Staff Core Competencies Index. This system establishes specific job competencies for library assistant, library associate and equivalent USPS positions in the Smathers Libraries based on existing job descriptions. Additional information regarding the Staff Core Competencies Index, its rationale and development can be found on the Smathers Libraries Job Competencies Working Group LibGuide.

2. To assist employees and supervisors in identifying training opportunities, inside and outside the Libraries, targeting specific competencies.

The Staff Competencies Training Matrix matches competencies with available training resources to help employees meet the specific competency expectations. It is important to note that not all competencies will be cultivated via traditional "training" approaches. Certain competencies are best and more economically addressed through on-line tutorials, procedures manuals, job aids, checklists, on-the-job training and other methods identified for relaying information needed for maximum performance.

Training resources are accessible in the following ways:

- Once a competency has been selected, training resources (if any) will be identified on the View Resources tab
- A key word search, from the home page, either on the training description or the training venue (OCLC, UF Training and Development, NEFLIN, etc.) will identify training resources meeting the search criteria.

Note:
A classification system tied to evolving position descriptions is clearly not a static document and will require updating as library assistant and associate jobs within the UF Libraries change. The intention is for this document to be reviewed on a regular basis under the management of Smathers Libraries Human Resources Department personnel.
Using the Smathers Libraries Staff Competencies Training Matrix

Welcome Page
Access the Smathers Libraries Staff Competencies Training Matrix at http://www.uflib.ufl.edu/competencies/. You will be taken to the Welcome Page.

Access Competencies
To begin:

1. Click the graphic, or
2. Click the “Access competencies” link under the graphic. You will arrive at the Home Page.
**Navigation**

Navigating the Staff Competencies Training Matrix is straightforward and intuitive, requiring little effort. Searching for resources is easy. Just point and click on links, and use the breadcrumb pathways at the top of each page to move back and forth.

There are several ways to search the system. The following screen shots depict a few ways to do so.

**Home Page**

The Home Page is divided into two main sections:

1. An index on the left (dark blue background)
2. A display area on the right with “Welcome” message (white background)

The index contains the Classification Filter and Competencies Tree.

**Show Classification Filter**

The Classification Filter allows searches to be conducted based on a desired classification (Assistant 1 – Associate 3) within a specific competency family.

Click the ▶️ in the Classification Filter to Select a Value.
Select a Value
1. Use the drop-down menu to see available search values
2. Select a value (Assistant 1, Assistant 2, etc.)

Competencies Tree
The Competencies Tree houses all the staff competencies.
Staff Competencies
Competencies are organized according to their general content into ten (10) families which in turn fall into one of two (2) categories (Cross-Departmental or Area-Specific).
Welcome to the Smathers Libraries Staff Competencies Training Matrix!

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1. To facilitate access to, and usability of the Libraries Staff Core Competencies Index.
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With this online tool, employees, supervisors and hiring managers have access to the Staff Core Competencies Index in a format that allows for greater ease in navigating competency categories, families and levels. Competencies are also matched with available training resources to help employees meet specific competency expectations. The user guide below has more details.

Smathers Libraries Online Staff Competencies Matrix User Guide

It is important to note that not all competencies will be cultivated via traditional training approaches. Certain competencies are best and more economically addressed through online tutorials, procedures manuals, job aids, checklists, on-the-job training and other methods identified for relaying information needed for maximum performance.

More information regarding the Staff Competencies Index and Training Matrix

Note: A classification system tied to evolving position descriptions is clearly not a static document and will require updating as library assistant and associate jobs within the UF Libraries change. The intention is for this document to be reviewed on a regular basis under the management of Smathers Libraries Human Resources Department approved.
View Competency Categories

Click ☺ to expand or ■ collapse the Cross-departmental or Area-specific Category

1. Double-click a category name (hyperlink) to view all families and competencies in the selected category
View Family in a Category

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**More information regarding the Staff Competencies Index and Training Matrix**

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View All Competencies in a Family

<table>
<thead>
<tr>
<th>Cross-Departmental Category</th>
<th>Level</th>
<th>Level Description</th>
<th>Classification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adaptable</td>
<td>Level 1</td>
<td>Adapts to changes in direction and priorities.</td>
<td>Inter</td>
</tr>
<tr>
<td></td>
<td>Level 2</td>
<td>Contributes well to changing direction and priorities.</td>
<td>Inter</td>
</tr>
<tr>
<td></td>
<td>Level 3</td>
<td>Anticipates and assists unit in preparing for change.</td>
<td>Inter</td>
</tr>
</tbody>
</table>

| Customer Service            | Level 1 | Designs to efficiently, effectively and positively meet the Library needs of internal and external customers. | Inter | AAI - AAI |
|                             | Level 2 |                                                   | Inter | AAI - AAI |

| Independence/Initiative/Problem Solving | Level 1 | Makes minor decisions and uses common sense in performing job duties. Requests assistance as needed. | Inter | AAI - AAI |
|                                         | Level 2 | Exercises some discretion in selecting alternative work methods or in making independent judgments when given an overall goal. | Inter | AAI - AAI |
|                                         | Level 3 | Exercises a moderate amount of independent judgment in developing work sequences and in selecting alternative work. | Inter | AAI - AAI |
|                                         | Level 4 | Exercises a general degree of authority, independence, and initiative in prioritizing, decision making or problems relating to work. | Inter | AAI - AAI |
|                                         | Level 5 | Exercises a high degree of authority, independence, and initiative in prioritizing, decision making, creative problem solving, planning and organizing. | Inter | AAI - AAI |
|                                         | Level 6 | Exercises an exceptional degree of authority, independence, and initiative in decision making and creative problem solving. | Inter | AAI - AAI |

| Planning & Organization           | Level 1 | Uses established systems to organize and keep track of information (files, appointment calendars, etc.). | Inter | AAI - AAI |
View Competency Families (Alternate Method)

Click + to expand or collapse a Competency Family.
View a Competency

Double-click a competency name (hyperlink) to view information about the selected competency.

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Smathers Libraries Online Staff Competencies Matrix User Guide

It is important to note that not all competencies will be cultivated via traditional training approaches. Certain competencies are best and more economically addressed through online tutorials, procedures manuals, job aids, checklists, on-the-job training and other methods identified for relaying information needed for maximum performance.

More information regarding the Staff Competencies Index and Training Matrix

Note: A classification system tied to evolving position descriptions is clearly not a static document and will require updating as library assistant and associate jobs within the UF Libraries change. The intention is for this document to be reviewed on a regular basis under the management of Smathers Libraries Human Resource Department personnel.
View More
You can expand the resource description by clicking on “more.”
### View Resources

#### Staff Competencies Matrix

**Selected Competency Category:** Cross-Departmental  
**Selected Competency Family:** Institutional  
**Selected Competency:** General Smathers Libraries Information  

<table>
<thead>
<tr>
<th>Level</th>
<th>Level Description</th>
<th>Classification</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**General Smathers Libraries Information**

<table>
<thead>
<tr>
<th>Resource Code</th>
<th>Resource Name</th>
<th>Target Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>00002</td>
<td>New Hire Orientation</td>
<td>All</td>
</tr>
<tr>
<td>00005</td>
<td>New Hire Orientation - Training</td>
<td>All</td>
</tr>
</tbody>
</table>
**View/Hide All Resources**

View All and Hide All links allow you to expand the list to see all resources or to contract the list to hide them.

![Staff Competencies Matrix](image)

<table>
<thead>
<tr>
<th>Level</th>
<th>Level Description</th>
<th>Classification</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cross-Departmental Category</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Professional, Interpersonal</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adaptable</td>
<td>Level 1</td>
<td>Adapts to changes in direction and priorities. Adapts to new ways to accomplish work activities and objectives.</td>
</tr>
<tr>
<td></td>
<td>Level 2</td>
<td>Adapted well to changing direction and priorities.</td>
</tr>
<tr>
<td></td>
<td>Level 3</td>
<td>Anticipates and assists in preparing for change. Facilitates changes in direction, priorities and work.</td>
</tr>
<tr>
<td><strong>Customer Service</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Level 1</td>
<td>Desires to efficiently, effectively and positively meet the Library needs of internal and external customers.</td>
</tr>
<tr>
<td></td>
<td>Level 2</td>
<td>Aa2 - Aa3</td>
</tr>
<tr>
<td><strong>Independence/Initiative/Problem Solving</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Level 1</td>
<td>Makes minor decisions and uses common sense in performing job duties. Requests assistance as needed.</td>
</tr>
<tr>
<td></td>
<td>Level 2</td>
<td>Executes some discretion in selecting alternative work methods or in rendering independent judgments when going as assigned.</td>
</tr>
<tr>
<td></td>
<td>Level 3</td>
<td>Exercises a moderate amount of independent judgment in developing work sequences and in selecting alternative work.</td>
</tr>
<tr>
<td></td>
<td>Level 4</td>
<td>Exercises a general degree of authority, independence, and initiative in prioritizing, decision-making or problem-solving.</td>
</tr>
<tr>
<td></td>
<td>Level 5</td>
<td>Exercises a high degree of authority, independence, and initiative in prioritizing, decision making, creative problem solving.</td>
</tr>
<tr>
<td></td>
<td>Level 6</td>
<td>Exercises an exceptional degree of authority, independence, and initiative in decision making and creative problem solving.</td>
</tr>
<tr>
<td><strong>Planning &amp; Organization</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Level 1</td>
<td>Uses established systems to organize and keep track of information (files, appointment calendars, etc.). Understands.</td>
</tr>
</tbody>
</table>
Export to PDF
You have the ability to export your search results to a .pdf document via the Export to Pdf link.
PDF Report
The PDF report provides a comprehensive listing of the selected competencies and available training resources.

Competency Category: Cross-Departmental

Competency Family: Professional-Interpersonal

Competency: Adaptability

Level 1:
Classification: Act1
Description: Adapts to changes in direction and priorities. Adapts to new ways to accomplish work activities and objectives. Adapts to new responsibilities and assignments.

Resources:
1) Resource Code 00055: test name
   Venue: test
   Status: test
   Format: test
   Frequency: test
   Target Audience: test
   Description: test description

Level 2:
Classification: Act1
Description: Contributes well to changing direction and priorities. Contributes well to support change as a healthy part of organizational growth. Contributes in seeking out opportunities to grow professionally and agreeably works outside of ordinary routine.

Resources:
1) Resource Code 00056: test name
   Venue: test
   Status: test
   Format: IIT
   Frequency: test
   Target Audience: test audience
   Description: No description available.

Level 3:
Classification: Act1
Description: Anticipates and assists unit in preparing for change. Facilitates changes in direction, priorities and work flow. Champions change as a healthy part of organizational growth.

Resources:
1) Resource Code 00057: LESO50 Leading the Challenge of Change - In "Leading the Challenge of
Training Resource Detail
If you click on a Resource Code, you will be able to view the Training Resource Detail.
Training Resource Detail Report
The Training Resource Detail Report summarizes information about a particular resource including its competency family, competency name, expertise/skill level, resource code, resource venue, target audience, resource format, resource frequency and resource description.
FAQ

What is a competency?

Competencies are defined as knowledge, skills, abilities, and behaviors required to be successful in library staff positions at the assistant and associate levels (inclusive of USPS titles).

What is the Smathers Libraries Staff Competencies Training Matrix?

The Smathers Libraries Staff Competencies Training Matrix is an online tool designed with the following two objectives in mind:

1. To facilitate access to, and usability of the Libraries Staff Core Competencies Index.
2. To assist employees and supervisors in identifying training opportunities, inside and outside the Libraries, targeting specific competencies.

What types of data will I find in the Smathers Libraries Staff Competencies Training Matrix?

You will find a brief explanation of each competency and the associated classification. For the most part the classification is a range, such as “Associate 1 – Associate 3”.

You will also find the competency categories, families and levels of accomplishment, classifications, training opportunities and training resources. There are 6 possible levels of specific skills, knowledge, attitudes, abilities and behaviors.
Contact Information

For assistance or questions about the Smathers Libraries Staff Core Competencies Index or the Staff Competencies Training Matrix, contact:

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References

Smathers Core Competencies Index - http://www.uflib.ufl.edu/pers/TEAMS.htm