

## Supervision and Management Competency Set

Met – Please provide examples of exceptional work	Partially met – Please be specific about the incomplete areas and further work that should be done	Not met – Please be specific about the competencies that are not achieved	Assessment
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1. Basic employment laws	The candidate provides sufficient evidence that he/she knows basic regulations and laws that govern employment, library policies, and procedures; and how policies are influenced by local, state, and federal laws and regulations.	The candidate provides partial evidence that he/she she knows basic regulations and laws that govern employment, library policies, and procedures; and how policies are influenced by local, state, and federal laws and regulations.	The candidate does not provide evidence that he/she she knows basic regulations and laws that govern employment, library policies, and procedures; and how policies are influenced by local, state, and federal laws and regulations.
2. Principles of staff management	The candidate provides sufficient evidence that he/she knows basic principles of staff management, supervision, and discipline.	The candidate provides partial evidence that he/she knows basic principles of staff management, supervision, and discipline.	The candidate does not provide evidence that he/she knows basic principles of staff management, supervision, and discipline.
3. Staff employment	The candidate provides sufficient evidence that he/she participates in recruiting, hiring, training, evaluating, and promoting library staff.	The candidate provides partial evidence that he/she participates in recruiting, hiring, training, evaluating, and promoting library staff.	The candidate does not provide evidence that he/she participates in recruiting, hiring, training, evaluating, and promoting library staff.

4. Performance expectations	The candidate provides sufficient evidence that he/she sets clear performance expectations for staff linked to the library's strategies and priorities.	The candidate provides partial evidence that he/she sets clear performance expectations for staff linked to the library's strategies and priorities.	The candidate does not provide evidence that he/she sets clear performance expectations for staff linked to the library's strategies and priorities.
5. Leadership	The candidate provides sufficient evidence that he/she knows basic principles of leadership.	The candidate provides partial evidence that he/she knows basic principles of leadership.	The candidate does not provide evidence that he/she knows basic principles of leadership.
6. Staff development	The candidate provides sufficient evidence that he/she plans, implements, and encourages participation in staff development activities.	The candidate provides partial evidence that he/she she plans, implements, and encourages participation in staff development activities.	The candidate does not provide evidence that he/she she plans, implements, and encourages participation in staff development activities.
7. Policies and procedures	The candidate provides sufficient evidence that he/she knows the value of written, approved policies and procedures and the difference between policies and procedures and are able to develop policies and procedures for review.	The candidate provides partial evidence that he/she she knows the value of written, approved policies and procedures and the difference between policies and procedures and are able to develop policies and procedures for review.	The candidate does not provide evidence that he/she she knows the value of written, approved policies and procedures and the difference between policies and procedures and are able to develop policies and procedures for review.
8. Budgeting	The candidate provides sufficient evidence that he/she knows the basic purposes and concepts of budgeting and is able to request, defend, and follow	The candidate provides partial evidence that he/she she knows the basic purposes and concepts of budgeting and is able to request, defend, and follow	The candidate does not provide evidence that he/she she knows the basic purposes and concepts of budgeting and is able to request, defend, and follow

	a budget for library activities.	a budget for library activities.	a budget for library activities.
9. Fundraising and grant writing	The candidate provides sufficient evidence that he/she knows the basics of fundraising and grant writing and is able to prepare a proposal to raise funds to support library programs.	The candidate provides partial evidence that he/she knows the basics of fundraising and grant writing and is able to prepare a proposal to raise funds to support library programs.	The candidate does not provide evidence that he/she knows the basics of fundraising and grant writing and is able to prepare a proposal to raise funds to support library programs.
10. Plan library services	The candidate provides sufficient evidence that he/she plans library services based on community demographics, data analysis, and needs and is able to evaluate these services.	The candidate provides partial evidence that he/she plans library services based on community demographics, data analysis, and needs and is able to evaluate these services.	The candidate does not provide evidence that he/she plans library services based on community demographics, data analysis, and needs and is able to evaluate these services.
11. Partnerships	The candidate provides sufficient evidence that he/she knows the principles and the value of forming partnerships with other libraries, agencies, and organizations.	The candidate provides partial evidence that he/she she knows the principles of forming partnerships with other libraries, agencies, and organizations.	The candidate does not provide evidence that he/she she knows the principles of forming partnerships with other libraries, agencies, and organizations.
12. Marketing	The candidate provides sufficient evidence that he/she knows the principles of marketing the library and its services and can develop and implement a marketing plan.	The candidate provides partial evidence that he/she knows the principles of marketing the library and its services and can develop and implement a marketing plan.	The candidate does not provide evidence that he/she knows the principles of marketing the library and its services and can develop and implement a marketing plan.
13. Goals and	The candidate	The candidate	The candidate does

objectives	provides sufficient evidence that he/she develops realistic goals and measurable objectives after careful consideration of benefits, risks, and impact on the library's current and future needs.	provides partial evidence that he/she develops realistic goals and measurable objectives after careful consideration of benefits, risks, and impact on the library's current and future needs.	not provide evidence that he/she develops realistic goals and measurable objectives after careful consideration of benefits, risks, and impact on the library's current and future needs.
14. User-oriented customer service	The candidate provides sufficient evidence that he/she applies concepts of user-oriented customer service to build positive relationships between staff and users.	The candidate provides partial evidence that he/she applies concepts of user-oriented customer service to build positive relationships between staff and users.	The candidate does not provide evidence that he/she applies concepts of user-oriented customer service to build positive relationships between staff and users.
15. Meeting management	The candidate provides sufficient evidence that he/she knows the basic principles of meeting management and conduct meetings effectively and efficiently.	The candidate provides partial evidence that he/she knows the basic principles of meeting management and conduct meetings effectively and efficiently.	The candidate does not provide evidence that he/she knows the basic principles of meeting management and conduct meetings effectively and efficiently.
16. Decision making	The candidate provides sufficient evidence that he/she knows the concepts of effective decision making and is able to make decisions as appropriate.	The candidate provides partial evidence that he/she knows the concepts of effective decision making and is able to make decisions as appropriate.	The candidate does not provide evidence that he/she knows the concepts of effective decision making and is able to make decisions as appropriate.