



# **Government Knowledge and Information Management (KIM) Professional Skills Framework Guidance for Library Management**



## Introduction

This document provides illustrative examples and broad guidance on how the Government Knowledge and Information Management (GKIM) Professional Skills Framework may be applied to roles in Library and Information Services. **The other guidance documents covering five additional core GKIM roles should also be consulted to allow, where necessary, for a 'pick and mix' approach to be adopted, so that the right balance of skills can be applied locally for that role. This will be the case where a single role covers multiple KIM functions.**

**Given the breadth and diversity of KIM functions across Government, a degree of flexibility will be needed to apply the framework effectively. Equally, although the levels have been aligned against specific grades, this is recommended as a guide only.** Line managers and staff should have the flexibility to tailor the levels to fit their local requirements, bearing in mind that depth of expertise is not necessarily grade dependent. It is also worth bearing in mind that the skills are cumulative and roles at a higher level/grade will assume the skills displayed at lower levels.

Library Managers are responsible for the selection, acquisition, organisation and management of published information on behalf of their organisation. This includes third party information (subscription databases, eJournals, eBooks and print publications from commercial suppliers) and publications written by their organisation 'departmentals'. Library Managers are able to make effective use of Open Access Publishing Models to achieve value for money. They contribute to the continuity of knowledge within their organisation through the management of the published corporate memory and the transfer of knowledge and information following Machinery of Government changes.

Library Managers are recognised as the leading experts in devising complex searching strategies for different online resources (including subscription databases and the internet) as well as being able to locate obscure information or publications.

They typically liaise with a variety of stakeholders, including publishers and suppliers, ensuring that the Government and taxpayer get best value for money from contracts concerning the procurement of published information. They maintain networks of library and information services whose collections are available for reference or through inter-library loans, and can also judge when it is/is not appropriate to make different parts of the organisation aware of others who are developing overlapping or related areas of policy.

Library Managers advocate compliance with copyright legislation as well as with the different licences associated with the databases to which their organisation subscribes. The primary pieces of legislation with which Library Managers should be familiar are the Copyright, Designs and Patents Act 1988 and (in some cases) the Legal Deposit Libraries Act 2003.

The post will ordinarily be held by individuals at all grades, where the level attained will be dependent upon the complexity and decision-making authority of tasks assigned to the individual.

**Skill Descriptions (From the overarching KIM Skills Framework)**

<b>Skill</b>	<b>Skill 1: Using, evaluating and exploiting knowledge and information</b>	<b>Skill 2: Acquiring, managing and organising knowledge and information</b>	<b>Skill 3: Information Governance</b>
<b>Skill Description</b>	Deriving maximum value for the business from information and knowledge, through KIM techniques and collaborating, encouraging knowledge sharing and communicating effectively with stakeholders.	Acquiring, creating and managing knowledge and information throughout its lifecycle to support the business effectively.	Providing Information Governance effectively, through managing information risks and ensuring compliance and accountability.

**Level Descriptions (From the overarching KIM Skills Framework)**

<b>Professional Level</b>	<b>Level 1: Awareness (AA/AO)</b>	<b>Level 2: Practitioner (EO/HEO and equivalent)</b>	<b>Level 3: Leader (SEO/Grade 7 and equivalent)</b>	<b>Level 4: Senior Leader (Grade 6 and above)</b>
<b>Level Description</b>	Professionals at this level will be expected to undertake routine tasks. These will comprise of tightly defined areas of responsibility.	Practitioners are required to use their knowledge and skills at an operational or routine decision-making level. It is where skills and knowledge first become crucial to the role.	A leader will have the requisite sector knowledge, skills, qualifications and experience to provide guidance and advice to senior management/staff in the organisation on major policy decisions. A leader may also manage substantial resources, both financial and personnel, and is likely to lead and manage the delivery of projects and services. <b>This level may also be used to reflect deep expertise in certain skills.</b>	A senior leader will typically have significant budgetary responsibility for resources and is recognised by the organisation and external partners for their professional authority in strategic decision-making.



<b>Professional Level</b>	<b>Skill 1: Using, evaluating and exploiting knowledge and information</b>	<b>Skill 2: Acquiring, managing and organising knowledge and information</b>	<b>Skill 3: Information Governance</b>
<b>Level 1: Awareness (AA/AO)</b>	<p>1.1.1 Has a basic awareness of library principles, tools, techniques and processes, e.g. who is permitted to use the service and/or different types of material (digital or print) which can/cannot be issued or borrowed.</p> <p>1.1.2 Operates library practices and procedures in accordance with instructions and knows when to seek more specialist support, e.g. lending books or issuing overdue notices.</p> <p>1.1.3 Recognises the importance of maintaining content quality and integrity, e.g. ordering inter-library loans, especially those that attract a charge.</p> <p>1.1.4 Recognises the benefits of collaborative working and knows how to use tools to support effective collaboration, e.g. 'Dropbox' for sharing digital departmental publications.</p>	<p>1.2.1 Applies good practice and standards, e.g. follows local rules for creating catalogue or borrower records or saves/shelves information at the correct location.</p> <p>1.2.2 Has a basic understanding of the different business requirements for protecting information and applies the appropriate standards and policies for handling, storing, disseminating and preserving them, e.g. ensures that managers are alerted to protected items (digital or print) that have been stored or shelved in a 'public' location, such as in the Cloud or a reading area open to the public.</p> <p>1.2.3 Has a basic understanding of the need to manage information throughout its lifecycle and applies retention and disposal principles to own information, e.g. follows local instructions for keeping/disposing of old editions of different titles or applies the retention policies for serial subscriptions.</p> <p>1.2.4 Ensures that information is made available and used, e.g. adding digital publications to the library</p>	<p>1.3.1 Has a basic awareness of relevant Information Governance legislation, policy and standards, e.g. legal deposit or copyright legislation.</p> <p>1.3.2 Operates Information Governance practices and procedures in accordance with instructions and knows when to seek more specialist support, e.g. copying or downloading articles for customers.</p> <p>1.3.3 Highlights discrepancies/updates required in library policy and brings it to the attention of policy owners, e.g. recognises the impact that changes to the circulation or retention of serials has to library guides, signage or space.</p>



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		catalogue or routine maintenance of print collections.	



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<p><b>Level 2: Practitioner (EO/HEO and equivalent)</b></p>	<p>2.1.1 Applies good practice and standards, e.g. monitoring that the quality of answers to enquiries is consistently high or ensures that customers are aware of all potential and relevant sources of information where appropriate.</p> <p>2.1.2 Understands, and/or evaluates the validity of, the range and scope of available resources (free/procured and paper/digital) covering subjects relevant to the organisation’s needs and facilitates appropriate access to them, e.g. online databases, library catalogue, departmental publications available to remote as well as local customers.</p> <p>2.1.3 Understands and applies coherent search and retrieval techniques and processes to ensure the effective use and exploitation of content; and evaluates, selects and clearly presents search results to customers, e.g. formatting bibliographies or removing extraneous items from online searches so that the customer can easily evaluate the relevant information/publications available.</p>	<p>2.2.1 Applies library good practice and standards, e.g. ensures that orders for print/digital publications or subscriptions are consistent, so that suppliers can be sure that the correct items have been identified, or ensures that the description of resources and the application of metadata is consistent and, where appropriate, applies international standards, such as RDA, AACR2 and MARC 21.</p> <p>2.2.2 Understands the different business requirements for protecting information and applies the appropriate standards and policies for handling and storing, e.g. how to handle older publications that are still classified or how to manage material that has been placed in parliamentary libraries, but which is not widely available.</p> <p>2.2.3 Understands the need to manage information throughout its lifecycle and applies agreed retention and disposal policies for both digital and paper, e.g. identifies and procures new publications on subjects relevant to the organisation and manages the disposal of obsolete publications in accordance with the organisation’s</p>	<p>2.3.1 Applies Information Governance good practice and standards, e.g. maintains awareness of the different terms and conditions for subscription databases.</p> <p>2.3.2 Has a good understanding of the relevant policy and legislative framework, and provides advice on how to achieve effective handling in accordance with the relevant compliance regime, e.g. compliance with copyright legislation, including when to apply exemptions such as library privilege or judicial proceedings.</p> <p>2.3.3 Understands when, where and how to seek legal or specialist advice, e.g. when advising on the re-use of third party information/graphics on social media.</p> <p>2.3.4 Works with stakeholders to identify Information Governance skills gaps and proactively develops relevant services, training, advice and guidance to meet business needs, e.g. producing guidance on individuals’ responsibility to comply with copyright legislation.</p>



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	<p>2.1.4 Contributes to the delivery, development and management of library services, and provides advice to stakeholders, e.g. identifies and implements changes to enquiry services or advises on how to set up and manage current awareness or table of content services.</p> <p>2.1.5 Has good awareness of how information flows across the organisation, e.g. how content of search results is used by analysts to inform policy proposals presented to Ministers.</p> <p>2.1.6 Works with stakeholders to identify information skills gaps and develops relevant services, training, advice or guidance proactively to meet business needs, e.g. developing training and guidance on advanced internet searching, including awareness of strengths/weaknesses of different search engines.</p>	<p>financial and information asset management policies.</p> <p>2.2.4 Applies good principles to manage and organise information so that it can be made available and used, e.g. ensures that retention copies are provided in the appropriate format and delivered to the correct customer, customises webpages to make the range of available content clearer or develops taxonomies, code lists and ontologies to support cataloguing and retrieval.</p>	<p>2.3.5 Develops procedures for information handling that take into account the organisation's risk management approach, e.g. compliance with the terms and conditions attached to the reuse of third party images that are being used in internal/external campaigns, including acknowledging the Internet Protocol (IP) owner.</p>



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<p><b>Level 3: Leader (SEO/Grade 7 and equivalent)</b></p>	<p>3.1.1 Identifies opportunities where the library service is a key stakeholder, e.g. ensuring services are developed in line with key cross-government initiatives.</p> <p>3.1.2 Develops the right networks and relationships to ensure that the library is integral to strategic decision-making across the business.</p> <p>3.1.3 Exploits opportunities for the organisation to derive maximum benefit from its library services and librarian expertise.</p> <p>3.1.4 Develops and champions best practice in the provision and development of library services.</p> <p>3.1.5 Coordinates and facilitates improvements in library services for the benefit of the business.</p> <p>3.1.6 Acts as subject matter expert in particular areas of librarianship, e.g. acquisitions or enquiry services.</p>	<p>3.2.1 Develops strategies and policies for library services that meet business needs and are in line with the legal and policy requirements.</p> <p>3.2.2 Ensures the library management system (LMS) facilitates access to resources and collections for all users.</p> <p>3.2.3 Develops innovative approaches for acquiring, maintaining and managing library content and collections that reflect the needs of the organisation and provide value for money.</p> <p>3.2.4 Ensures that services are developed to maximise access to library content.</p> <p>3.2.5 Develops robust policy and procedures for acquiring third party information, using knowledge of the information to meet stated user needs.</p> <p>3.2.6 Develops business continuity plans to ensure continued access to library services and resources (both physical and electronic) through technological and organisational change.</p>	<p>3.3.1 Balances and mitigates different library risks in accordance with departmental approaches and strategies.</p> <p>3.3.2 Develops metrics for measuring the value of specific library services and products.</p> <p>3.3.3 Monitors, promotes and continually improves the relevant compliance regime.</p> <p>3.3.4 Understands the legislative and regulatory regime within which the library needs to operate and develops services to ensure compliance.</p> <p>3.3.5 Understands the licensing terms of different library subscriptions and develops services in line with them.</p> <p>3.3.6 Collaborates with Information Asset Owners (IAOs) and other stakeholders to ensure compliance with the appropriate Information Governance regime.</p>



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<p><b>Level 4: Senior Leader (Grade 6 and above)</b></p>	<p>4.1.1 Is responsible for maximising the benefits of library and information services for the entire organisation, and demonstrates how KIM skills enable delivery of key cross-government initiatives. Liaises with senior leaders throughout the organisation, identifying needs for library and information services at an organisational level, demonstrating improvement through measurable management information reporting.</p> <p>4.1.2 Leads and builds librarian capability and culture within the team and across the organisation, championing the need for KIM skills to support new ways of working, e.g. ensures that librarians at all levels are adequately supported and can access and participate in CPD suitable for their professional roles.</p> <p>4.1.3 Influences departmental strategy to ensure that library and information services are sufficiently recognised, valued and resourced, e.g. champions the importance of the library to senior stakeholders and ensures that the library is</p>	<p>4.2.1 Is the recognised and visible authority within the organisation for library and information services, providing subject matter expert advice and recommendations to the Senior Leadership Team.</p> <p>4.2.2 Develops and communicates the strategic direction for library services across the organisation, including for collection management, ensuring that these are aligned to wider government initiatives, e.g. produces Collection Development Policy and ensures strategic fit with other KIM policy.</p> <p>4.2.3 Drives continuous improvement in the provision of library services, e.g. ensures that library contractors and suppliers deliver value for money while providing high quality services.</p> <p>4.2.4 Defines library services for the organisation and ensures that this is communicated to the business, e.g. collaborating with IT to ensure that their strategy supports delivery of library services.</p> <p>4.2.5 Drives efficiencies in the provision of library services, e.g. continuously</p>	<p>4.3.1 Identifies and develops appropriate Information Governance structures in conjunction with stakeholders, and ensures there is accountability for library service risks and issues and these are fully visible, e.g. ensures issues raised by stakeholders are elevated to an appropriate level and inform future planning considerations.</p> <p>4.3.2 Ensures the appropriate internal library governance and policies are in place to support compliance with relevant regimes, e.g. Copyright and IPR, licensing requirements.</p> <p>4.3.3 Develops metrics for measuring the value of library services and ensures these feed into wider organisational performance measures.</p> <p>4.3.4 Ensures alignment with wider organisational, Civil Service and external governance to enable full visibility and prioritisation of library service risks and issues, e.g. collaborates with other government library service</p>



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	<p>adequately resourced to meet the organisation’s needs.</p> <p>4.1.4 Advocates librarianship and ensures that the profession is visible both within government and across the wider KIM community, e.g. participates in the KIM Heads of Profession Group meetings, sharing details of good practice and challenges from their own organisation, while capturing and cascading examples from other organisations.</p> <p>4.1.5 Ensures library services are considered as part of the strategic planning for business and organisational change, e.g. ensures that consultation with librarians is built in as a milestone for the project planning of any organisational and business change.</p> <p>4.1.6 Maintains awareness of wider developments in library service provision, evaluates their benefit to the organisation and develops services that reflect external direction of travel.</p>	<p>reviews services and sources, identifying opportunities for rationalisation and value for money.</p>	<p>providers to champion discipline priorities across the Civil Service.</p>