

**SKILLS AND KNOWLEDGE FOR SUPERVISORS**  
**Library Assistant III and Above**

**MANAGERIAL SKILLS**

1. Working knowledge of UCSD and Library personnel policies and procedures for staff and students to hire, supervise, write performance evaluations, and handle disciplinary action.
2. Working knowledge of the University of California Personnel Policies for Staff Members manual.
3. Working knowledge of the UC and AFSCME agreements to insure and facilitate legal and fair supervisory practices within the unit.
4. Detailed knowledge of Library Assistant series concepts and UCSD guidelines for implementation of them.
5. Working knowledge of supervisory techniques and theories sufficient to supervise staff and students effectively.
6. Skill in interviewing and determining the qualifications of candidates during the recruitment and selection process for library assistants and student assistants.
7. Ability to train, instruct, assess training needs, and provide necessary training sessions and materials as appropriate.
8. Ability to motivate staff by directing them towards appropriate goals and objectives and by encouraging individual development of skills and interests.
9. Ability to set standards and to clearly communicate them orally and in writing.
10. Ability to analyze career and casual staff positions and identify functions and tasks and the skills and knowledge required to perform them.
11. Ability to write detailed, accurate job descriptions.
12. Ability to monitor and evaluate the work of others and provide effective feedback.
13. Ability to write clear, concise, and objective performance evaluations and merit reviews of employees.
14. Skill in appraising, organizing, and prioritizing the workload of the unit to meet the needs of the department while maintaining high standards for quality and quantity of production.

15. Skill in evaluating the work of the unit and employee duties in order to assign responsibility to appropriate staff effectively and within classification.
16. Ability to formulate procedures and clearly communicate them orally and in writing.
17. Ability to administer policies and procedures.
18. Skill in analyzing existing policies and workflows to make recommendations for changes or improvement, or to correct any problems which may exist.
19. Well developed interpersonal skills including tact, diplomacy, and flexibility in order to work with a variety of individuals in differing roles and in a variety of situations.
20. Skill at developing and maintaining a cooperative work environment for staff by relating positively and clearly to those supervised; by interacting cooperatively with those supervised and others; and by being available and responsive to concerns, problems and questions.
21. Skills in negotiating and exchanging ideas and information with others to formulate appropriate policies and programs.
22. Working knowledge of the departmental organization and individual staff responsibilities within the Catalog Department.
23. Working knowledge of procedures followed in other Catalog Department units as they relate to one's own unit.
24. Familiarity with the organization and staff responsibilities of other Library departments as they relate to the Catalog Department.
25. Ability to communicate and coordinate workflow and procedures with other units and departments in the Central Library and branches.
26. Time management skills sufficient to manage multiple and/or diverse responsibilities concurrently, including organizing work, setting and maintaining priorities, meeting deadlines, and meeting quality and quantity standards.
27. Ability to consistently perform under the pressure of a heavy workload, frequent interruptions, and with limited space, budget, and personnel.
28. Ability to demonstrate creativity and initiative in identifying and responding to problems.

29. Ability to manage space, equipment, and material resources.
30. Ability to effectively plan, prepare, and monitor GA budgets for ongoing operations as well as special projects.
31. Ability to communicate clearly in writing and to compose reports, business correspondence, letters of recommendation, in-house memos and other documents as necessary.
32. Skill in accurately recording, compiling, and analyzing statistical data sufficient to prepare statistical reports for budget requests, annual reports, workload and workflow analyses, or other special reports as necessary.
33. Ability to scan written material and extract pertinent information.
34. Ability to organize documentation.
35. Working knowledge of UCSD Libraries Student Handbook and the Catalog Department Student Orientation Handbook.

Revised 12/9/96  
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