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SKILLS BENCHMARKING

BIALL Professional Skills Framework

Abstract: In 2016 BIALL published a Professional Skills Framework which describes the skills and experience which legal information professionals need to perform their role. The aim of the framework is act as a benchmarking tool for personal professional development and to assist managers with appraisal and recruitment processes.
Keywords: legal information managers; management; professional development

INTRODUCTION

In 2015, a group of legal information professionals met to discuss the feasibility of drawing up a professional skills framework for the profession. This document, produced in consultation with BIALL Council and colleagues across the sectors covered by BIALL, is the result.

The idea behind the framework is to provide a detailed overview of the skills and experience which legal information professionals need to carry out their role. It is designed to supplement, rather than replace, other relevant frameworks of skills, competencies and ethics, such as the CILIP Professional Knowledge and Skills Base ('PKSB') and documents which individual workplaces will provide.

It is designed as a skills framework, rather than a competencies framework. Some of what appears in the framework document could possibly be categorised as competencies, but 'skills framework' emphasises our aim, wherever possible, to focus on concrete, measurable skills rather than more abstract concepts.

HOW WILL THIS BE USED?

Our intention is that the skills framework will be able to assist legal information professionals at all stages of their careers, with the principal uses being:

- As a benchmarking tool for personal professional development;
- To assist managers with appraisals;
- To assist managers with recruitment.

BENCHMARKING TOOL FOR PERSONAL PROFESSIONAL DEVELOPMENT

This is the key intention behind the framework, allowing BIALL members to benchmark their own skills and experience. BIALL members will be able to point to their own skills and knowledge and also identify training needs. We also feel it should be particularly relevant to information professionals wanting to progress in their career.

We stress that this document is not prescriptive and not every information post will require the full range of skills. Equally, organisations will probably have differing views on which skills are required at which level for certain topics. It is up to managers to determine which levels will be appropriate for each role.

ASSIST MANAGERS WITH PERFORMANCE REVIEWS

We hope that the framework will be helpful in providing managers with a useful tool to assist in performance reviews, providing a transparent set of criteria for assessing skills and knowledge and identifying training needs.

ASSIST MANAGERS WITH RECRUITMENT

This framework should assist managers when recruiting new staff. It is all too easy to take for granted the range of a legal information professional's role and the skills and experience which many have built up. This document should assist in drawing up a business case for new staff, by demonstrating what is required. It should also assist managers in drawing up detailed job descriptions, making the recruitment more transparent.

MEMBERS OF THE WORKING GROUP

The Working Group comprised of:

Karen Brown (Dentons), Dunstan Speight (Berwin Leighton Paisner), Peter Wilson (Slaughter & May), Diane Miller (Gowling WLG), Christine Child (Fountain Court Chambers), Sarah Froggatt (RPC) and Ashley Lardner (The Medical Defence Union).

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1. Research

Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Legislation	Know difference between primary and secondary legislation and Bills Know how legislation is amended and repealed/revoked and the meaning of the main technical terms Able to search legislation on commercial databases and free internet legislation databases Find copies of legislation as originally published and historical versions Know how to cite legislation correctly Know where to find explanatory notes/ memorandum on a Bill Know when to use different versions of legislation Know how to find Bills and where to find information on where to update them Able to locate government and official publications on official websites	Find secondary legislation made under an Act Know where to locate local legislation – online and via other libraries Know how to update local legislation Know basics of research into Parliamentary debates and other background and able to explain this to library users Familiar with Parliamentary/Assembly/ Oireachtas websites Able to explain the legislative process Able to locate legislation for other British and Irish jurisdictions online and in other library collections Familiar with sources and rules of statutory interpretation Able to locate historic legislative and governmental materials	Has in-depth knowledge of research into Parliamentary debates and other background and able to explain this to lawyers Able to update legislation and proposed legislation for other British and Irish jurisdictions Able to train colleagues and library users on researching legislation Able to make decisions on collection policy regarding hard copy and online legislation sources

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Case law	Able to search the main case law databases Know the difference between a law report and a judgment Be familiar with print resources and be able to locate cases using printed sources Follow a logical workflow when searching cases Know the main law report citations and where to decode other abbreviations Know and be able to explain the system of neutral citations Know the hierarchy of the Courts and the basics of judicial precedent Able to search and advise on searches to pick up every citation to an earlier case Able to search for cases on legislation and undertake straightforward subject case searches Knowledge of sources for judicial definitions of words and phrases	Has detailed knowledge of the Court structure (including other jurisdictions in the British Isles) Detailed knowledge of doctrine of judicial precedent and distinctions between overruling, disapproving, distinguishing, etc. Ability to run complex searches for cases on a subject More detailed knowledge of citations and how they are constructed Knowledge of sources of older case law and which libraries have copies Able to run training courses on researching case law Able to find information on pending cases	Able to make decisions on collection policy regarding print and online case sources Able to use appropriate resources to check pending cases and understand limitations of the various sources Knowledge of other sources for pending cases
Journals and textbooks	Able to search the institution's library catalogue	Has good knowledge of key texts on detailed subject areas	Able to make decisions on collection policy

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
	Familiar with key textbooks Familiar with the colloquial names of key textbooks Able to search journal files on online databases Know where to decode abbreviations Know main sources of document supply for journal articles Has basic knowledge of core texts available online	Has good knowledge of their audience and level Has good knowledge of inter-library loan collections Able to spot if an edition is likely to be outdated Contribute to purchasing of new materials Detailed knowledge of online commentary Able to present training courses	Able to advise on very detailed research through in-depth knowledge of textbook sources, including historical sources
Precedents and court forms	Aware of precedents and how they are used Aware of the main printed and online sources of precedents Aware of availability of in-house precedents (where relevant) Aware of the main printed and online sources of court forms	Able to find suitable precedents from a wide range of published sources and in-house sources Has detailed knowledge of library collection – able to locate relevant precedents in subject texts	Use catalogue, intranet or other means to give increased visibility to precedents Able to make decisions on collection policy Able to train users on how to find precedents and court forms

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Internal knowledge systems	Has basic understanding of internal knowledge systems used within the organisation Able to access systems and advise on others on location and rights	Able to undertake basic research for individuals on systems Some knowledge of results and information provided from a search, including its source	Able to train others on systems Able to assist in the development of such systems and compare benefits and negatives with regard to other similar products/tools Able to conduct detailed research on systems Knows all search functionality and methods for applying advanced retrieval and monitoring techniques
European Union – general	Able to name the main EU institutions Familiar with key databases on Europa, such as the DG websites and RAPID	Has good overall knowledge of the EU – key events, accession dates of member states	Has detailed knowledge of EU sources, EU institutions and processes

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
European Union legislation	Able to search legislation on Eur-Lex and commercial EU legislation databases Able to check amendments to legislation and national implementing measures Able to find full text of national implementing measures Familiarity with types of secondary EU legislation	Able to find EU legislation via colloquial titles Able to find consolidated/original versions of the EU treaties Detailed knowledge of different types of legislation and the implications (e.g. direct effect or not?) Able to explain how to search for legislation on Eur-Lex and commercial EU legislation databases Able to trace proposed legislation Able to identify key documents in legislative process Able to suggest ways of finding further details of whether/how EU legislation has been amended in other member states Able to research/suggest strategies for searching for proposed UK implementation	Know basic difference between the different legislative procedures and implications of this Able to use the registers of the institutions to find all relevant documents relating to proposed legislation, especially agreed texts Able to locate the *travaux preparatoires* for the EU treaties

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
European Union case law	Able to search for cases on Eur-Lex and commercial EU legislation databases	Able to search for judicial citations using the Celex number	Able to provide detailed training on EU case law for library users
	Has basic knowledge of difference between Judgments and Opinions and ECJ and the General Court	Has in-depth knowledge of the Courts and their jurisdiction	Able to set up database alerts to monitor new judgments
		Understands EU case numbers and report citations and how these are constructed	
		Has working knowledge of the Curia website	
		Able to find details of pending ECJ and General Court cases, including terms of reference	
European Union competition issues	Able to carry out basic searches for decisions and case law on Eur-Lex and commercial EU legislation databases	Knowledge of other sources for Competition materials, including specialist commercial databases	Able to present training courses on this topic

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Other jurisdictions	Has basic knowledge of free internet sites, such as Worldlii Aware of issues of authority and currency of free internet versions of legislation	Has detailed knowledge of resources required for jurisdictions which are subject of frequent enquiries Has knowledge of online indices of internet sources of primary legal sources Able to use and update subscription databases to locate relevant materials Understand distinctions between Common Law and Civil Law jurisdictions Understand principles behind and structure of codified legislation in Civil Law jurisdictions	Able to train colleagues on researching law of other relevant jurisdictions
US legislation (illustrative example of other jurisdiction)		Able to find sections of the US Code on free internet or commercial databases Able to link US Acts with their equivalent section in the Code	Able to find and trace progress of US Bills Familiar with common acronyms of US legislation (ERISA, USA PATRIOT Act, FATCA, etc.) Able to train other researchers on US legislation research

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
US case law (illustrative example of other jurisdiction)		Able to find US cases on free internet or commercial databases Able to check whether a case is still good law Basic understanding of the US Courts system	Able to locate Court filings for current litigation using free internet or commercial database Able to train other researchers on US case law research Able to find and evaluate free sources of US case law on the web (e.g. Google Scholar)
Private international law/ conflict of laws	Aware of distinction between private and public international law and related terminology Aware of key textbooks in this area	Aware of key primary sources governing jurisdiction and conflict of laws Able to find authoritative, current and historical texts of treaties relevant to private international law Able to find signatory and ratification details for treaties relevant to private international law Able to find commentary on conflict of laws issues relating to particular areas of law (succession, litigation, family law etc.)	Able to locate rules governing and commentary on conflicts of laws for other jurisdictions Able to train library colleagues and users on sources and research in private international law

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Public international law	Awareness of distinction between private and public international law and related terminology Basic knowledge of what treaties are and what they do Familiarity with key treaties, such as the EU treaties and the ECHR	Able to find international conventions by title, subject or citation Know the key stages of treaty-making and technical terms, (parties, signatories, ratification, reservations, etc.) Able to find details of amendment and *travaux preparatoires,* details of parties, signatories and ratifications and deposit Able to find commentary relating to international custom and general agreed principles of law Able to find decisions of national and international tribunals and courts	Able to present training courses on this topic
Human rights	Awareness of key sources: Human Rights Act, European Convention on Human Rights, Council of Europe and European Court of Human Rights Aware of distinction between Council of Europe and EU	Able to locate and update key treaty and legislative texts Able to research case law of the European Court of Human Rights via HUDOC and commercially published case reports Able to advise on sources of commentary on Human Rights law	Able to present training courses on this topic

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Business research	Able to research basic company information and obtain company documents for UK or Irish companies Understands how companies are structured Able to locate basic market data such as exchange rates, share prices etc.	Able to research company information for other jurisdictions Able to evaluate company data and assess its accuracy Able to run reports and source relevant documents on a company's debt or equity offerings, M&A activity etc. Able to profile companies matching certain criteria (location, turnover, subsidiaries, sector, etc.)	Able to train colleagues and library users on company research Assess and evaluate company databases and information services

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2. Collection development and management

Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Collection development and collection development policy (CDP)	Understands collection development policy of organisation and can rationalise how this impacts on own role Can apply understanding of CDP at practical level on day-to-day basis Day-to-day contact with vendors over supply of materials	Able to manage a particular subset of the collection with tasks including identifying possible new acquisitions, authorising purchases (within limits), liaising with key stakeholders Able to oversee collection of statistics used to support management functions	Able to define/develop/implement policies and strategies for collection development: defines scope of collection, (de)selection/ access of all materials and media Able to define resource allocation (budget) Define policy on use of external information providers to supplement collection Able to justify collection development policy through use of reporting tools and statistics Able to disseminate CDP effectively to team Able to liaise with key stakeholders to determine their needs and those of the organisation as whole, responding to feedback/changes Able to negotiate/conclude contract negotiations with vendors

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
			Able to develop/use appropriate purchasing models (e.g. consortium purchasing, bundle deals) for all materials/ media Is involved in space planning – layout of the library, specialist collections
Collection management	Able to undertake basic circulation/issue desk duties on a day-to-day basis (e.g. managing overdues/fines/date stamping) Able to undertake hard copy collection maintenance activities such as shelving, tidying, loose-leaf updating, book repairs Able to assist with stock weeding and archiving under supervision Able to identify most appropriate source for inter-library loan materials Able to undertake supply of interlibrary loan requests	Able to analyse circulation trends in context of changing requirements of the organisation and recommend/implement changes to lending and access strategies (e.g. monitoring high demand titles) Able to implement/manage access policies for online resources Able to identify materials for de-selection from collection using criteria established by CDP Able to identify materials for archiving from collection using criteria established by CDP Able to contribute to assessment of resources Overseeing inter-library loans	Able to manage staff to ensure operational effectiveness of the CDP Able to define strategies for access to and lending of all media included in the collection Monitor new products on the market, legal and non-legal, hard copy, online, digital, mobile Manage resource evaluation prior to purchase (trials of online/digital, on approval for hard copy)

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Library management system (LMS)	Able to use LMS effectively for duties associated with role	Able to support junior colleagues in using the LMS Able to use LMS functionality to support management functions (e.g. reporting)	Able to develop/maintain/implement strategy for best use of LMS within the organisation (e.g. use of reporting functions to produce KPI/support collection development policies/ activities) Able to produce specification document for tendering for new LMS
Serials management	Responsible for journal circulation on day-to-day level ensuring journals logged as received and circulated or shelved as per serials policy Flag receipt/missing issue problems Assist with implementation of serials collection policy undertaking basic tasks such as preparing materials for binding Dealing with supply and request of inter-library loan materials	Deal with basic user enquiries about subscriptions and circulation Deal with suppliers to claim missing issues Manage catalogue records for serials Monitor title changes and publication pattern changes Assist with implementation of serials collection policy undertaking such tasks as setting up subscriptions, archiving Oversee inter-library loans requests	Responsible for decision and policy making concerning the serials collection – purchases, subscriptions, display, holdings/retention and archiving Ensure serials policy is consistent with CDP

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Collection promotion	Able to assist users to locate relevant resources through effective use of library catalogue and content management structures and systems	Able to assist with the development and maintenance of library content management structures and systems, including virtual learning environments (VLEs) Able to assist with the development and maintenance of user guidance materials Promote the collection through user education activities Assist with space planning	Able to develop and maintain marketing strategy for the collection including use of library content management structures and systems Liaises with key stakeholders on a regular basis to update them about collection developments

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3. Cataloguing and classification

Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Bibliographic and authority records	Able to undertake copy cataloguing – i.e. copying/adapting a pre-existing bibliographic record to catalogue a new item/edition Understands recognised cataloguing and classification standards Keeps up-to-date with and understands the cataloguing and classification standards of the organisation Understands the reasons behind the organisation's choice of cataloguing scheme Understands and can use recognised legal citation systems, e.g. OSCOLA	Able to undertake original cataloguing i.e. can create new bibliographic records which adhere to the cataloguing standards of the organisation Able to analyse an item and identify the classification terms from the organisation's classification scheme which most accurately represent its content and apply these terms to the bibliographic record Able to amend/edit classification terms in bibliographic records to reflect changes in underlying taxonomy/classification scheme Able to create authority records and bibliographies Able to advise/train users about creation of bibliographies and use of recognised legal citation systems Able to contribute to the cataloguing and classification standards policy of organisation	Able to take responsibility for quality control i.e. checking work of others involved in creating/amending records Able to produce and revise cataloguing and classification policies and guidelines relevant to the organisation Able to disseminate standards to team – staff training Keep up-to-date with best practice in this discipline

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Library management system (LMS) and library catalogue	Has basic understanding of capabilities of the LMS with more detailed knowledge and understanding of LMS functions relating to cataloguing Able to use library catalogue and to offer instruction to users Can understand how cataloguing standards impact on the user experience	Has detailed knowledge/understanding and practical experience of using a range of LMS functions Able to make changes to LMS macros/ templates/authority lists to reflect changes in cataloguing or classification standards as per instruction	Able to develop/maintain/implement strategy for best use of LMS within the organisation (e.g. use of reporting functions to produce KPIs and to support collection development policies/activities) Able to develop/maintain macros/templates/ authority lists for use in the cataloguing process in accordance with cataloguing and classification standards of the organisation Manages the user experience of bibliographic records on the library catalogue Able to produce specification document for tendering for new LMS
Controlled vocabularies	Has a basic understanding of how controlled vocabularies work Able to apply controlled vocabulary terms to bibliographic and authority records as part of classification process	Able to make changes to controlled vocabularies under instruction Able to understand and apply online and systems taxonomies	Develop and maintain controlled vocabularies being used by the law library and/or wider organisation by responding to changes within the organisation and within the wider legal and regulatory environment Contribute to, maintain and develop complex system taxonomies for use in knowledge systems

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Information architecture and metadata	Has a basic understanding of cataloguing and classification standards Has a basic understanding of current and emerging metadata standards and tools Has a basic knowledge of mark-up languages Able to apply knowledge of above and add metadata tags to materials in institutional/organisational repositories in accordance with standards and best practice of the organisation	Has detailed knowledge of cataloguing/ classification/metadata standards Able to contribute to the development/ implementation of metadata strategies and schemas Able to perform a quality control role within the team, ensuring consistency and accuracy of the application of metadata	Able to create and implement appropriate metadata strategies for digital projects, including analysing metadata needs and developing workflows Able to participate in the planning and implementation of library-wide digital initiatives and projects Able to manage metadata projects Able to provide training and training documentation to colleagues on standards and best practice Able to apply programming and scripting skills in support of the technical requirements and production needs for metadata creation, conversion, enhancement, and maintenance Can develop and/or customise applications and tools for automation and innovation
Physical preparation of hard copy materials	Addition of labels/security/protective covers as required by organisation's cataloguing standards to make the stock 'shelf ready'		

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
In-house publishing			Able to advise on open access publishing Able to provide editorial and indexing skills for books Able to take a book from manuscript to market – sales forecasting, price and print, run fixing Able to establish a suitable mechanism for the acceptance or rejection of transcripts

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4. Financial management

Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Invoices and payments	Process invoices and orders	Reconcile expenditure reports	Monitor department's expenditure
	Basic knowledge of department's systems for financial management	Detailed knowledge of department's systems for financial management	Assess methods of financial record-keeping to ensure current system is as efficient as possible
	Understand importance of accurate record-keeping in financial management		
Financial planning and strategy	Flag up issues such as under-used resources	Contribute to assessment of resources	Maintain up-to-date knowledge of organisation's financial priorities and strategy
			Ensure department has procedures in place to monitor how current suite of resources is utilised
			Liaise with library clients to ensure department's spend remains aligned to relevant practice areas/jurisdictions
			Advise senior management on library implications of changes in the organisation's strategy
			Plan for currency fluctuations when purchasing in other jurisdictions

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Cost control		Be alert to opportunities to reduce costs	Assess options for reducing operational costs
Charging for library services	Record charges for time and library services in line with organisation policy (where relevant) Administer library fines where relevant	Assist in implementing charging for library services	Assess options for charging for library services Implement charging policies where appropriate and provide clear guidance on charges Budget for library income
Vendor relations	Day-to-day contact with vendors over supply of materials	Discretion for some library purchasing Responsible for negotiating low-value contracts Forward information regarding new products and services to manager	Responsible for ensuring department's procurement is as cost-effective as possible Responsible for agreeing commercial terms for major contracts Responsible for legal terms of contracts, in conjunction with legal advisers Ensure permitted usage of materials meets the needs of the organisation Assess how new products/services/bulk deals will affect the library service and budget Contribute and manage statements of work

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Budgeting		Understand organisation's accounting system and the impact this has on the budget	Responsible for drawing up department's budget and liaising with organisation's management Apply knowledge of organisation's accounting methods in planning and monitoring departmental spending Produce regular reports comparing department's spend against budget targets Forward planning for future budget years
Business cases		Contribute data/ideas for business case	Responsible for drawing up business cases for new services and staff, based on detailed knowledge of organisation's strategy and information needs Assist library stakeholders in preparing business cases, by providing guidance on how to evaluate and cost resources Able to devise ways of justifying and demonstrating value of products and services

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5. Compliance and ethics

Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Copyright and data protection	Aware that copyright law imposes strict limitations on the circumstances under which material may be copied Aware that copyright arises automatically when a work that qualifies for protection is created Aware of the main categories of works currently protected Know the specified copyright exceptions in law which permit copying in certain circumstances or for certain categories of people Aware that there are a number of remedies a copyright owner can obtain in a civil action for infringement Aware of the requirements of Data Protection legislation	Know the main legislation dealing with copyright Able to explain copyright legislation articulately Know the main categories of works currently protected Able to explain the categories of works protected to others Able to make decisions regarding what/how much can legally be copied Understand 'Fair Dealing' and be able to explain the categories to colleagues Know that the duration of copyright varies according to the work involved A good understanding of the remedies a copyright owner can obtain in a civil action for infringement Knowledge of the eight data protection principles governing the use of personal information	Has detailed knowledge of the main categories of works currently protected Able to explain the law articulately to others within the organisation Able to implement policy decisions regarding copying across the organisation Able to make decisions regarding the need for a license to make copies of protected works, e.g. CLA licence, CC licence, NLA licence Able to manage liaison between licensing agencies in the completion of audits, surveys etc. Knowledge of organisations that are related to copyright and the creative industries Able to implement policy decisions regarding copying across the organisation and draw up a detailed policy document for the organisation Able to ensure compliance with the Data Protection Act

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Plagiarism	Able to explain plagiarism to others and show others the basic requirements of how to attribute sources in written academic work in order to help students avoid committing plagiarism	Able to explain to others the research process and demonstrate how and when to cite sources and offer a detailed explanation of what constitutes plagiarism	Able to define a policy that clearly explains the consequences of both plagiarism and the misuse or inaccurate citation of sources
Online licences and contracts for subscriptions	Aware that terms and conditions exist for online licences for permitted use of online services Understand that contracts exist with suppliers for books and journal subscriptions	Understand user agreements that exist between the organisation and the suppliers of online service, books and journals	Able to negotiate a licensing agreement with suppliers and reach a 'win-win' agreement Ensure that the rights of use and their limitations are established throughout the organisation
Confidentiality and professional ethics	Has good understanding of confidentiality and professional ethics to avoid conflict of interests Able to treat all client and employee information ethically, with discretion and in accordance with requirements set out by employer Committed to the highest standards of professional practice as established by the employer and by professional organisations to help guide members in performing their job functions to sound and consistent ethical principles	Able to treat all client and employee information ethically, with discretion and in accordance with requirements set out by employer and professional organisations	Establish and review procedures for monitoring compliance with professional ethics and confidentiality Able to write guidelines on maintaining confidentiality Set up regular training programmes and internal communications, as well as covering these matters in induction programmes for new employees

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Equality and diversity	Understand equality and diversity with respect to the provision of services to all members of the organisation Ensure patterns of work are established in accordance with requirements set out by employer Understand that an individual is responsible for ensuring that their own services to members of the organisation and patterns of work are with discretion and in accordance with requirements set out by employer Understand that an individual is responsible for ensuring that their own conduct is not discriminatory and does not involve harassment or victimisation	Able to promote fair treatment in accordance with requirements set out by employer and professional organisation	Able to take steps to offer training in relation to equality and diversity issues to all members of the organisation Review procedures and institute change if necessary for meeting the special needs of users, e.g. compliance with current disability legislation Has knowledge of health and safety legislation as it affects staff and users

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6. Customer service

Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Reference interview	Able to extract the basic details of a reference query (i.e. what the customer is asking and when/how this should be delivered) to deliver what has been asked for Understands when to refer queries to a colleague	Able to open up an interview with the user to discuss their reference query (e.g. to assist users in retrieving the most useful information possible and to manage risk and expectations) and deliver what is wanted Prioritises and triages multiple queries when needed Monitors trends for frequently asked questions or misunderstandings, and debriefs on queries that challenge the service	Able to fully understand the context of a reference query to deliver best value for the user (e.g. analysis and filtering) Develops policies for resolving difficult queries
Customer awareness	Has basic knowledge of the main groups of people using the service and their core needs Able to refer or respond to relevant requests	Has good knowledge of the main groups of people using the service, including an understanding of their information needs and information seeking behaviour Able to support users with relevant requests, as well as provide added value where appropriate (e.g. comparing or recommending resources and services)	Has comprehensive knowledge of the stakeholders of the service (including fringe and non-users), including a detailed understanding of their information needs and information seeking behaviour Able to proactively provide insight and exploit hidden value for the user

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Customer focus	Responsive to customer feedback on a task-by-task basis	Actively seeks customer feedback to drive improvements at a service level	Systematically engages with stakeholders of the service (e.g. surveys, regular review meetings) to monitor and review services against user needs and expectations Advocates user interests at the organisational level
Accessibility	Able to identify and respond to common accessibility issues users may experience in the context of a task (e.g. disability, personal access to devices and internet) Has basic interpersonal skills and ability to empathise with customers in need of support	Able to proactively identify and address a range of accessibility issues (e.g. for hidden disabilities, cultural differences) that may affect a user's experience of the service Supports customers whose information literacy skills are below the level needed to effectively use the service (as much as is practicable), referring them on to the proper place where appropriate Able to work effectively with an appropriate range of customers (e.g. different ability and experience levels)	Able to monitor and review accessibility risks for the service, including reasons for non-use, taking action where appropriate Proactively seeks to provide equality of access as much as is practicable Able to work effectively with all stakeholders

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Working with people	Able to work with a wide range of colleagues and customers (e.g. background, levels of experience) on a task-by-task basis Understands when to seek help	Able to adapt to difficult colleagues, customers and situations Forms close working relationships with other information professionals in the service Inspires trust and confidence in the service by developing their reputation, credibility and working relationships over time	Forms partnerships with colleagues across the organisation and wider profession Delivers new opportunities as a 'trusted adviser' that innovates, collaborates and seizes opportunities when they arise
Delivery of services	Able to deliver procedural tasks and support for colleagues Monitors and reviews performance against job description and procedures	Applies professional skills and knowledge to deliver services and champion their value to users Shares knowledge with legal information professionals (i.e. inside and outside the organisation) and contributes to the development of best practice Monitors and reviews performance against service objectives and customer needs and expectations	Applies administrative skills to quality control services, manage projects and change processes, as well as champion the value of services to senior stakeholders Takes the lead in sharing knowledge across boundaries (e.g. professional, organisational, international) Monitors and reviews performance against service level agreements and key performance indicators agreed at organisational level, as well as benchmarks within the profession

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7. Training and presentations

Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Online and software resources	Able to deliver a pre-defined demo of a particular online resource or piece of software	Able to prepare an elementary training session on an online resource Has sufficient understanding of the resource to answer basic questions from attendees	Able to prepare and deliver a comprehensive training session on an online resource or piece of software, with interactive elements, e.g. practice exercise, answering questions from attendees etc. Able to assess quality of training delivered by third parties e.g. database providers, and able to discuss with third parties if alterations are needed
Hardcopy resources	Able to deliver a pre-defined training session on using hardcopy resources	Able to prepare an elementary training session on using hardcopy resources effectively Has sufficient understanding of the resource to answer basic questions from attendees	Able to prepare a comprehensive training session on using hardcopy resources effectively, with interactive elements, e.g. practice exercise, answering questions from attendees etc.

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Skills training	Able to deliver a set training session on a skill, e.g. legal research, creating bibliographies	Able to prepare and deliver an elementary training session on a skill Has sufficient knowledge and understanding to answer basic questions from attendees	Able to prepare and deliver a comprehensive training session on a skill, with interactive elements and answer any questions that might arise from attendees Has sufficient breadth of knowledge to be able to tailor the session to suit the attendees in the group at the time
Inductions		Able to run an induction for new users Has sufficient knowledge and understanding to answer simple questions from inductees	Able to prepare an induction programme for new users Able to answer any questions that might arise from inductees Able to prepare and deliver a comprehensive induction programme for a new colleague
Group size	Able to prepare and deliver a one-to-one training session	Able to prepare and deliver a training session for up to 10 people	Able to prepare and deliver a persuasive presentation to a large group of people Able to prepare and deliver an online demo of a resource to a large group of people

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Supporting documents	Able to check or update existing handouts or supporting documentation for a training session	Able to prepare simple handouts or supporting documentation for a training session	Able to prepare comprehensive handouts or supporting documentation for a training session Able to devise feedback forms from training sessions to give useful data Able to analyse feedback from training sessions and draw conclusions. Able to report results to others as needed
Library guides/ tutorials	Able to check or update existing factsheets and library guides i.e. standalone guides not used as part of training session	Able to prepare simple hardcopy or online factsheets and library guides	Able to prepare comprehensive hardcopy or online library or learning guides or video tutorials
Learning and teaching methods		Aware of different learning styles Aware of different techniques and methods for conveying information	Able to analyse different learning styles and tailor content and delivery accordingly Able to set learning outcomes and assess whether these have been met Able to devise a suitable training programme to achieve an aim, comprising several different sessions Able to look holistically at an existing training/teaching programme and assess what changes may need to be made

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8. Marketing and organisational awareness

Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Organisational awareness	Understand the organisation within its particular setting (commercial, academic, government, etc.) Actively curious about the organisation and its activities. Understand your own role and those of your department and other teams within the organisation	Can take a broader view of the organisation and its priorities and understand the long term impact or implications of events and be able to discuss Interact within the organisation and understand and communicate business change Share information about the organisation with colleagues	Can identify and work with underlying issues, global events and patterns to monitor and communicate about the impact on the organisation and individual and team roles Understand who the key decision makers are within the organisation, their influences and influencers Understand the organisation's evolving strategy and look for opportunities where the department can support this Communicate the organisation's strategic priorities to the department Contribute to the overall strategy of the organisation Understand what metrics and feedback will be relevant to management in demonstrating the role and effectiveness of library and information services. Develop and maintain an appropriate system of metrics

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Public relations	Be aware of the importance of prompt and courteous communication in building and maintaining a strong reputation for the team	Understand the perception of the team within the organisation Able to respond effectively to negative comment or criticism or to refer to senior colleagues where appropriate Able to champion the value of relevant resources and services when the opportunity arises	Be a strong advocate for the value of library and information services within the organisation Sell the team and team's role within the organisation whilst being responsive to change Able to plan and implement effective promotional campaigns Deal effectively with negative comment or criticism and follow up with remedial action where appropriate
Networking	Start to build and maintain relationships with others in the organisation Building awareness of potentially relevant professional external groups	Work effectively across different groups within an organisation, and have the ability to effect desired outcomes Engage with fellow professionals and professional organisations, participating in seminars, conferences and events; building a personal network of contacts	Get involved and involve others at all levels in building and maintaining networks of communication. To have built an identifiable personal profile within the organisation Represent your organisation at conferences, in print, social media etc. Communicate your own professional life within the organisation (i.e. market your own profile and your team's profile both internally and externally)

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9. Soft skills

Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Communication	Communicates confidently and assertively with people from all levels	Contributes to and runs team meetings effectively	Faces and manages conflict positively and constructively
	Produces clear, well-presented and accurate written work	Influences thinking and planning at higher levels in the department	Influences thinking at the highest levels of internal and external stakeholders
	Manages interactions by using effective questioning and listening skills	Represents the team's interests to management effectively	Conducts challenging negotiations skilfully and confidently
			Handles media relations adeptly
People management	Able to organise rotas, manage times for meetings and appointments within the department	Able to organise training events and team meetings without supervision	Effective line management of colleagues within the department
		Acts as a supervisor for specialist tasks within the department	Able to set realistic targets for team members
		Able to support management decisions and participate in the recruitment process with senior colleagues	Able to actively participate in and lead HR related tasks such as disciplinary, recruitment and staff appraisal
			Able to report accurately about the management of staff to senior stakeholders and provide appropriate statistical or other evidence when required

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Time management	Able to organise their workload to appear on time to meetings and be available at the appropriate time to fulfil departmental tasks Timely attendance in line with company agreed working patterns Able to account for time spent on defined departmental tasks	Able to prioritise and manage diary to meet their workload Able to set departmental rotas for events and meetings with the agreement of senior colleagues Able to move between tasks in a timely manner or re-prioritise tasks at short notice	Able to set the departmental rotas to ensure that key tasks are covered and redeploy staff to cover illness/injury Able to produce overview of department time use for senior stakeholders or to support management initiatives
Leadership and influencing	Able to provide leadership in specialist areas of the service to meet the needs of customers in a proactive manner Able to provide positive direction and influence on the team	Able to lead internal meetings, or internal department initiatives Proactively lead the organisation of initiatives, training or another aspect of the service to include the influencing of internal and external stakeholders	Able to influence to the top level of your organisation to both internal and external stakeholders in a proactive manner Able to lead your team to manage the work of the department in a positive and constructive manner Able to lead the department to meet the business needs and reflect the strategic plans of the organisation Able to lead the department effectively through times of change/upheaval Able to mentor colleagues as needed

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Project management	Able to work within a delineated project role to ensure that deadlines are met and individual aspects are delivered Able to understand the reporting lines for project work outside of business as usual and prioritise workload appropriately	Able to lead a work-stream within a project to ensure that the deadlines for deliverables are met by those undertaking the work Able to prioritise your time in relation to the project being undertaken and support your team members to undertake project work as required to minimise impact on business as usual work	Understand the project methodology used within your organisation and provide strategic or specialist leadership in relevant projects as required Able to represent your specialism/ department on project boards and in decision making

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10. IT

Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Online and software resources	Able to confidently use a range of online and software resources Willingness to try unfamiliar resources	Able to evaluate new and existing resources	Able to source and evaluate potential resources to fill a gap in provision
Word processing and document management	Able to set up a document with some extra features e.g. header/footer, heading styles, page/paragraph numbering etc.	Able to set up a longer document with many features e.g. heading styles, automatic table of contents/index, columns, graphs/tables/ graphics etc.	Able to structure a document management system (DMS) for storing/retrieving department/organisation's documents Able to set up appropriate document security for different files in the DMS
Spreadsheets	Able to set up new spreadsheets, produce simple formulae, use filters etc.	Able to set up and navigate larger spreadsheets or files with multiple sheets Able to produce charts/graphs from spreadsheet data	Able to use advanced formulae/data validation/pivot tables etc.
Presentations	Able to produce a simple presentation using set templates or styles	Able to produce a presentation with extra features e.g. moving elements	Able to produce a presentation with many different or complex features e.g. creating templates, graphics, animations, embedded audio/video files

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Intranets and websites	Able to update existing web/intranet pages and create simple new pages	Able to create new web/intranet pages with some extra features	Able to design and create new web/intranet pages with complex features Able to use HTML/CSS/other relevant programming/coding skills where needed Able to oversee a section of, or a whole, intranet/website Able to formulate a web/intranet strategy and guidelines Able to follow user experience design (UX) principles when designing websites/intranets Able to integrate external and internal resources for the benefit of end users Able to evaluate content management systems
Virtual learning environments (VLEs)	Able to help colleagues with updating static content	Able to take responsibility for micro-sites, including creating new pages, adding dynamic content and editing basic code where relevant	Able to effectively govern entire sites for the organisation, including knowledge of information architecture, coding, search engine optimisation and creating standards/style guidelines

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Topic	Level 1 (Basic awareness. Can carry out role under supervision)	Level 2 (Good understanding of the concepts and tasks. Able to work unsupervised)	Level 3 (Comprehensive understanding. Able to support and supervise others)
Social media	Able to post new information on social media	Able to implement a new wiki or blog following existing styles	Able to design a new wiki, blog or other social media
	Awareness of best practice/pitfalls to avoid	Able to gather statistics/feedback and track how you are being followed	Able to formulate a social media strategy and guidelines
		Encourage use of social media within the team or organisation	
Device proliferation	Appreciation of the different types of devices that users may have and being able to use the main ones	Able to use and advise on using library subscriptions/information on many different types of devices	Look ahead to new devices that may impact how people work and plan for their introduction
		Able to troubleshoot recurring issues	
New platforms	Appreciation of the different platforms users may be accessing	Able to use and advise on many different platforms	Look ahead to new platforms that may impact how people work and plan for their introduction