UNIVERSITY OF MARYLAND LIBRARIES-COLLEGE PARK CAMPUS

POSITION DESCRIPTION

Action Requested:
____ Establish New Position
_X_ Revised Existing Position
____ Updated for files only

Position #: _____
Date Prepared: 6 November 2001
Effective Date: _____

A. **GENERAL INFORMATION**:

Name of Incumbent: Current Classification: _____

Proposed Classification: Manager (Exempt) Descriptive Title: Bindery Preparation/End Processing Team Leader

Supervisor: Preservation Production Group Leader

Library Division/Production Group/Unit: Technical Services/Preservation Production Group/Bindery Preparation/End Processing Team.

Cost Center: _____ FRS Account #: 01-1-13600 Sub Code: 1012 FTE: 100 %

Permanent: X Contingent I (Hrly): _ Contingent II (contract): _____ Expected Duration: n/a

B. **POSITION SUMMARY**:

Within a team environment, manages and supervises a high volume team which prepares library materials for the commercial bindery and performs physical processing of library materials. The incumbent coordinates communication, and shipment and contract implementation with vendors, reconciles bindery invoices and has budgetary responsibility over vendor invoices. Coordinates and facilitates inter and intra production team activities, facilitates team communications, fosters an environment of shared responsibility, and develops and promotes team plans and vision. As team leader, works directly with team members to plan, develop and implement ongoing activities and special projects and establish team goals and objectives. Provides leadership through active participation on teams and committees at the production group, division, and Library level.

C. **ORGANIZATIONAL CHARACTERISTICS**:

Responsible for the administration of the Bindery/End Processing/Packing and Shipping Team within the Preservation Production Group. Serves as a member of the Preservation Production Group leadership. Reports to the Preservation Production Team Leader. The University of Maryland Libraries promotes a team based, collaborative, continuous learning environment.

D. **PRINCIPAL ACCOUNTABILITIES**:

1. Manages the production and work flow related to the preparation of library materials for the commercial bindery and physical processing. Develops and implements policies, standards, goals, and procedures to improve workflow. Ensures that production objectives are met within an established time frame.

2. In conjunction with the Production Group Leader, supervises and performs required personnel activities such as time-sheet authorization revising job descriptions, interviewing and selecting staff, performance review and development. Determines performance deficiencies and designs.

3. Compiles, maintains, analyzes, and reports statistics on production and productivity of team.

4. Analyzes categories of materials handled by the Bindery/End Processing/Packing and Shipping staff, develops criteria to describe them, and maintains procedural documentation to streamline workflow and maximize efficiency.

5. Manages verification process for receipt of shipment from vendors and approves invoices for payment. This process includes oversight of charging and discharging operations for the production team, tracking of lost items, and management of quality control.

6. Manages automation of workflow and procedures including investigation, implementation, and maintenance of online alternatives to manual practices.

7. Trains staff in a complex computer operations including use of Library Integrated Management System and Vendor databases. Trains staff in various aspects of duties. Creates documentation and interprets instructions and procedure manuals.

8. Coordinates and communicates information about the technology needs of the Preservation Production Group including managing implementation of computer installation and migration.

9. Serves on appropriate teams and committees to achieve the goals of the unit, e.g. the Disaster Salvage Team.

10. Collaborates with other divisions and colleagues to improve service. Coordinates and communicates information related to binding and end processing with staff throughout UM Libraries to insure that needs and that current practices and procedures are understood.

11. Participates in Library, Divisional, Production Group and Production Team planning activities. As a member of the Preservation Production Group Leadership Team, contributes to the planning, development, coordination, and implementation of initiatives within the department.

12. Fulfills "Technical Services' Common Expectations of Staff" and performs other duties as requested.

E. DIMENSIONS:

Number of Persons Supervised:	Direct: 5 FTE	Indirect:
Number of Students Supervised:	Direct: 0	Indirect: 2.5 FTE

Formal Leadership:

___ **Work/Project Leader**: answers general questions and provides assistance; maintains assignment completion schedules; performs the same tasks as others.
___ **Team Leader**: advises and directs the teams; answers complex questions functioning as an expert resource; maintains assignment completion schedules. Performs the same and higher level tasks.
X **Supervisor**: participates in the selection process of new employees; assists with performance appraisals; disciplinary problems are referred to a higher level. Performs similar and higher level tasks.
Manager: solely responsible for performance appraisals; employee training and development; handles disciplinary problems, responsible for multiple units or areas, each with supervisor. This person will be evaluated on these decisions.
___ No direct staff reports.

Complexity of Work:

___ **Routine**: Primarily deals in one singularly directed functional area. Awareness of related area is not significant.
___ **Semi-complex**: Requires some integration of different but relatively similar bodies of knowledge and/or functions. Some analytical ability is needed.
_X_ **Complex**: Functions differ significantly from each other or a major function is broad and requires integration of differing complicated bodies of knowledge. Analytical ability is clearly required.
___ **Very Complex**: Involves complicated bodies of knowledge/functions that differ substantially from each other.

Autonomy (Freedom of Action):
___ Close Supervision: Detailed instructions given. Close and compete review of work.
___ General Supervision: Proceeds on regular tasks, referring questionable situations to supervisor.
___ Very General Supervision: Resolves most questions, accomplishes most tasks without guidance.
X__ Little Guidance: Performs complex functions, establishes priorities, resolves issues, rarely refers to supervisors.
___ Plans, develops, and implements functions/projects for functional units(s) or team(s).
___ Other (explain).

Interactions:

Primary interactions include all levels of staff within the Preservation Production Group and throughout the division. Outside of the TSD, primary interactions include Circulation and the Branch Libraries. Other interactions include outside vendors such as the commercial bindery and University of Maryland Foundation Inc., and Customers for Personal Binding.

Fiscal Responsibility:

Management of the Bindery and Vice Chancellor Budget, and the Labor and Assistants Budget allocation for the Bindery/End Processing Team.

Physical Working Conditions:

Normal office environment, occasionally library water salvage situations, occasional exposure to dust and mold.

F. MINIMUM QUALIFICATIONS:

Academic Level: Bachelor's degree desired.

Practical Experience: Five years progressively responsible relevant experience required. At least two years of experience managing a high production workflow, preferably in a preservation program in large library setting. At least two years of experience supervising staff.

Technical Qualifications or Specialized Certifications. None

Other Knowledge, skills, abilities and competencies required: Demonstrated management, and leadership skills. Must have ability to manage tasks in response to varying time pressures with shifting priorities and changing constraints. Demonstrated ability to analyze production-related issues and organize workflow to maximize efficiency. Demonstrated ability to evaluate automated systems in terms of applications to bindery/end processing/packing and shipping activities, and to incorporate appropriate applications into workflow. Ability to manage organizational change; to maintain a systematic perspective; to involve and influence others to accept new ideas or innovative approaches; to lead in a team-based organization. Ability to interact collaboratively and work effectively in teams. Must have the ability to take direction as well as to provide direction and motivation. Strong service orientation; an ability to anticipate customer needs and seek ways of providing satisfactory solutions. Ability to interact effectively with a variety of staff within and outside of Technical Services. Excellent interpersonal skills; ability to communicate clearly, and in writing with all persons potentially affected by the scope of the work. Strong analytical skills are required. Demonstrated ability to present data in easily comprehensive format using appropriate software, including spreadsheets. General understanding of book structures and preservation issues.

Incumbent's Signature: _____ Date: _____

Supervisor's Signature: _____ Date: _____

Production Group Leader's Signature: _____ Date: _____

Director's Signature: _____ Date: _____