Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 1
Job Category: P	Job Level: 1
FLSA Status: N	Job Code: J01000

P1: Level Standards

GENERAL ROLE

This level is accountable for directly providing service to any assigned work unit at the University. The service can focus on a single or a variety of job functions with varying degrees of independence.

Incumbents:

- Put into effect what is required by defined job duties and responsibilities following professional norms or established procedures and protocols for guidance.
- Assignments tend to be reoccurring and work outputs generally are delivered in a prescribed form/format.
- May alter the order in which work or a procedure is performed to improve efficiency and effectiveness.

INDEPENDENCE AND DECISION-MAKING

- → Supervision Received
 - Works under supervision.
 - Progress and outcomes are reviewed for consistency with instructions and established procedures.

→ Context of Decisions

• Determines the process of how work is to be done based on precedent, practice, and existing policy at the unit/office level.

 \rightarrow Job Controls

• Receives some instructions with respect to details of most work assignments.

COMPLEXITY AND PROBLEM SOLVING

→ Course of Resolution

- Resolutions are typically generated by utilizing existing procedures or practice.
- Typically, problems can be quickly and relatively easily resolved.

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 1
Job Category: P	Job Level: 1
FLSA Status: N	Job Code: J01000

→ Measure of Creativity

• Tasks or activities are reoccurring with emphasis typically on precision and timeliness of execution.

COMMUNICATION EXPECTATIONS

→ Manner of Delivery and Content

• Regularly provides information on finished materials to others.

SCOPE AND MEASURABLE EFFECT

- Actions regularly affect an individual, item, event, or incident, etc.
- Actions taken are generally done to meet reporting requirements or regulatory guidelines, or to satisfy internal checks and balances and/or existing standards.
- Incumbents indirectly promote the general welfare of students, faculty and staff, and safeguard the institution by playing an important role within a process.

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 1
Job Category: P	Job Level: 1
FLSA Status: N	Job Code: J01000

Job Template

GENERAL SUMMARY

Follows established procedures to independently complete assigned tasks. Work is transactional and routine in nature and issues are typically repetitive and can be resolved within established practice and policy. Expected to develop work processes based on precedent, practice, and existing policy. Required to demonstrate solid customer service, communication, and organizational skills.

REPORTING RELATIONSHIPS AND TEAMWORK

Works under supervision of a supervisor.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.

- Provides functional and service support in area of positional responsibilities, recommending operational and/or patron experience efficiency improvements to supervisor.
- Applies Library and University policies and procedures, assisting other staff and patrons as appropriate.
- Provides in-person and online patron discovery and access, general reference, and informational services support as appropriate.
- Processes transactions and maintains records, appropriate to position responsibilities and following prescribed guidelines and policies. Refers difficult or unusual issues to supervisor.
- Collects, maintains, and reports statistics related to position responsibilities.
- Supports the creation of documentation, guides, and other resources to instruct patrons and/or Library staff in the discovery, access, and use and/or coordination of Library collections, programs, procedures, and resources.
- Performs related work as required.

MINIMUM QUALIFICATIONS

• Bachelor's degree in related field.

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 1
Job Category: P	Job Level: 1
FLSA Status: N	Job Code: J01000

COMPETENCIES

Knowledge of:

- Principles of diversity, equity, and inclusion
- Standards and best practices in public and customer service
- Best practices in critical thinking, creative problem solving, and analysis
- Current integrated resource management systems as related to the position
- Principles and best practices in planning and organization
- Microsoft Office and related software applications

Skill in:

- Supporting and implementing practices, procedures, and workflows in area of position responsibility
- Reinforcing the principles of diversity, equity, and inclusion and working collaboratively with individuals of diverse backgrounds, experiences, and perspectives
- Demonstrating strong public service and interpersonal skills
- Critical thinking, creative problem solving, and analysis
- Learning and working effectively in current office applications, software, and communication technologies
- Delivering reliable, effective, and appropriate verbal and written communication that follows current professional standards and the correct use of language and grammar
- Planning and organization
- Preparing and maintaining accurate records and reports

Ability to:

- Maintain active learning skills and currency in professional standards, practices, procedures, policies, and technologies related to position responsibilities
- Make a positive contribution to a culture of inclusion and respect in all interactions within the Library and across the University
- Maintain confidentiality of information, professional boundaries, and strong public and customer service skills Work independently to analyze information, draw conclusions, and present conclusions effectively to stakeholders
- Continually deliver reliable, effective, and appropriate verbal and written communication that follows current professional standards and the correct use of language and grammar
- Successfully plan, organize, and manage workflows and operations

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 1
Job Category: P	Job Level: 1
FLSA Status: N	Job Code: J01000

• Be responsive, flexible, and adaptive in approach to work

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 2
Job Category: P	Job Level: 3
FLSA Status: E	Job Code: J01001

P3: Level Standards

GENERAL ROLE

This level is accountable for directly providing service to any assigned work unit at the University. The service can focus on a single or a variety of job functions with varying degrees of independence. Positions at this level may supervise student or support employees.

Incumbents:

- Put into effect what is required by defined job duties and responsibilities following professional norms or established procedures and protocols for guidance.
- Alter the order in which work or a procedure is performed to improve efficiency and effectiveness.
- Recommend or implement modifications to practices and procedures to improve efficiency and quality, directly affecting the specific office operation or departmental procedure or practice.

INDEPENDENCE AND DECISION-MAKING

- → Supervision Received
 - Works under limited supervision.
- → Context of Decisions
 - Utilizes general departmental guidelines to develop resolutions outside the standard practice.

\rightarrow Job Controls

- Possesses considerable freedom from technical and administrative oversight while the work is in progress.
- Defines standard work tasks within departmental policies, practices, and procedures to achieve outcomes.
- Serves as the advanced resource to whom more junior employees go to for technical guidance.

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 2
Job Category: P	Job Level: 3
FLSA Status: E	Job Code: J01001

COMPLEXITY AND PROBLEM SOLVING

\rightarrow Range of issues

- Handles a variety of work situations that are cyclical in character, with occasionally complex situations.
- Issues are regularly varied.
- Problems tend to be technical or programmatic in nature.

\rightarrow Course of Resolution

• Assesses a variety of situations, and develops resolutions through choosing among options based on past practice or experience.

→ Measure of Creativity

- Issues are solvable through deep technical know-how and imaginative workarounds.
- Most of the obstacles, issues, or concerns encountered require considering alternative practice or policy interpretation.

COMMUNICATION EXPECTATIONS

→ Manner of Delivery and Content

• Regularly provides information on finished materials to others.

SCOPE AND MEASURABLE EFFECT

- Actions regularly affect an individual, item, event, or incident, etc.
- Actions taken are generally done to meet reporting requirements or regulatory guidelines, or to satisfy internal checks and balances and/or existing standards.
- Incumbents have an indirect impact on a larger action or process, such as serving as a single component in an approval process, where the process is "owned" by a different work unit.
- May be designated to guide or organize the work of several employees within the unit.

Job Template: Library Assistant 2

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 2
Job Category: P	Job Level: 3
FLSA Status: E	Job Code: J01001

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 2
Job Category: P	Job Level: 3
FLSA Status: E	Job Code: J01001

Job Template

GENERAL SUMMARY

Independently performs varied and complicated tasks that require technical or functional expertise. Work is primarily transactional or cyclical and resolutions are typically found within established practice and policy, but can require considering alternate practices or policy interpretation. Expected to define standard work tasks within broad organizational and procedural guidelines. Required to demonstrate strong customer service, communication, organization, and creative problem solving skills.

REPORTING RELATIONSHIPS AND TEAMWORK

Works under general supervision of a supervisor. May serve as student or support employee supervisor.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.

- Provides functional and service support in area of positional responsibilities, recommending and implementing operational and/or patron experience efficiency improvements.
- Interprets and applies Library and University policies and procedures, assisting other staff and patrons as appropriate.
- Provides in-person and online patron discovery and access, general reference, and informational services support as appropriate.
- Processes transactions and maintains records, appropriate to position responsibilities.
- Collects, maintains, and reports statistics related to position responsibilities.
- Creates documentation, guides, and other resources to instruct patrons and/or Library staff in the discovery, access, and use and/or coordination of Library collections, programs, procedures, and resources.
- Performs related work as required.

MINIMUM QUALIFICATIONS

- Bachelor's degree in related field.
- Three or more years of professional related experience.

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 2
Job Category: P	Job Level: 3
FLSA Status: E	Job Code: J01001

COMPETENCIES

Knowledge of:

- Service standards, policies, procedures, and processes of library operations, as well as departments and University offices interfacing with the Library
- Principles of diversity, equity, and inclusion
- Standards and best practices in public and customer service
- Best practices in critical thinking, creative problem solving, and analysis
- Current integrated resource management systems as related to the position
- Principles and best practices in planning and organization
- Microsoft Office and related software applications

Skill in:

- Supporting and implementing practices, procedures, and workflows in area of position responsibility
- Reinforcing the principles of diversity, equity, and inclusion and working collaboratively with individuals of diverse backgrounds, experiences, and perspectives
- Demonstrating strong public service and interpersonal skills; developing and maintaining effective and appropriate working relationships with internal and external audiences
- Critical thinking, creative problem solving, and analysis
- Learning and working effectively in current office applications, software, and communication technologies
- Delivering reliable, effective, and appropriate verbal and written communication that follows current professional standards and the correct use of language and grammar
- Planning and organization
- Preparing and maintaining accurate records and reports
- Creating and managing internal documentation, including training and group presentation materials

Ability to:

- Maintain active learning skills and currency in professional standards, practices, procedures, policies, and technologies related to position responsibilities
- Make a positive contribution to a culture of inclusion and respect in all interactions within the Library and across the University

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 2
Job Category: P	Job Level: 3
FLSA Status: E	Job Code: J01001

- Maintain confidentiality of information, professional boundaries, and strong public and customer service skills
- Work independently to analyze information, draw conclusions and understandings, and present such conclusions effectively to stakeholders
- Continually deliver reliable, effective, and appropriate verbal and written communication that follows current professional standards and the correct use of language and grammar
- Successfully plan, organize, and manage workflows and operations
- be responsive, flexible, and adaptive in approach to work
- Create and maintain internal documentation, including training and group presentation materials
- Maintain budgets and produce reports on budget requests, encumbrances, and expenditures

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 3
Job Category: P	Job Level: 5
FLSA Status: E	Job Code: J01002

P5: Level Standards

GENERAL ROLE

This level is accountable for serving in an advanced senior resource capacity in an area of specialization.

Incumbents:

- Serve in a subject leader and consultative capacity within an area of specialization.
- Serve in the most advanced capacity and frequently being assigned project leadership roles within a specific administrative/programmatic function or specialty area.

INDEPENDENCE AND DECISION-MAKING

- → Supervision Received
 - Works under direction.
 - Seeks approvals when significant changes to process steps are considered and additional resources for task completion are required.

→ Context of Decisions

• Decisions are driven by office/departmental policy and procedures.

→ Job Controls

- Free to plan and carry out all phases of work assignments.
- Has the latitude to make daily operational decisions.

COMPLEXITY AND PROBLEM SOLVING

→ Range of issues

• Issues tend to be operational in nature.

→ Course of Resolution

- Identifies issues and gathers facts.
- Must understand the smallest details of an assigned area.

→ Measure of Creativity

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 3
Job Category: P	Job Level: 5
FLSA Status: E	Job Code: J01002

• Problems are not amenable to strict technical resolution, requiring innovative thinking for resolution.

COMMUNICATION EXPECTATIONS

→ Manner of Delivery and Content

• Diplomatically and effectively deliver information difficult to understand or in contrast with a student or customer's views.

SCOPE AND MEASURABLE EFFECT

- Actions regularly affect a department or a project outcome with department/office impact.
- Actions generally have a direct impact on controlling such things as staff size and nature of work and scope of services.
- Performance results tend to relate to efficiency, fiscal practices and standing, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.

Job Template: Library Assistant 3

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 3
Job Category: P	Job Level: 5
FLSA Status: E	Job Code: J01002

Job Template

GENERAL SUMMARY

Plans, leads, and evaluates work on programmatic or operational initiatives. Responsible for independently developing all phases of work assignments and have a high level of professional judgement, making daily operational decisions based on appropriate timing and best use of resources. Issues are complex and resolutions require integrative solutions and consideration of alternative practices or policy interpretation. Required to demonstrate excellent public and customer service, interpersonal, communication, leadership, critical thinking, and problem solving skills.

REPORTING RELATIONSHIPS AND TEAMWORK

Works under direction of a supervisor or program director. Serves in an advanced senior resource capacity in area of specialization. May serve as project or committee lead.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.

- Serves as functional and services lead in area of positional responsibilities, diagnoses operational problems and collaboratively designs and implements corrective actions.
- Provides technical direction, consultation, and assistance to patrons and Library staff within area of expertise and positional responsibility.
- Plans and implements goals, procedures, and guidelines as necessary to provide efficient operations, evaluates the quality and effectiveness of services; creates and implements improvements.
- Interprets and applies Library and University policies and procedures, assisting other staff and patrons as appropriate.
- Provides in-person and online patron discovery and access, general reference, and informational services support as appropriate.
- Manages record transactions and document retention appropriate to position responsibilities.
- Collects, maintains, and reports statistics related to position responsibilities.

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 3
Job Category: P	Job Level: 5
FLSA Status: E	Job Code: J01002

- Creates documentation, guides, and other resources to instruct patrons and/or Library staff in the discovery, access, and use and/or coordination of Library collections, programs, procedures, or resources.
- May serve as student employee supervisor.
- Performs related work as required.

MINIMUM QUALIFICATIONS

- Bachelor's degree in related field.
- Minimum of six years related professional experience.

COMPETENCIES

Knowledge of:

- Service standards, policies, procedures, and processes of library operations, as well as departments and University offices interfacing with the Library
- Principles of diversity, equity, and inclusion
- Standards and best practices in public and customer service
- Best practices in critical thinking, creative problem solving, and analysis
- Current integrated resource management systems as related to the position
- Principles and best practices in planning, organization, and implementing change
- Microsoft Office and related software applications

Skill in:

- Supporting and implementing practices, procedures, and workflows in area of position responsibility
- Reinforcing the principles of diversity, equity, and inclusion and working collaboratively with individuals of diverse backgrounds, experiences, and perspectives
- Modeling strong public service and interpersonal skills; developing and maintaining effective and appropriate working relationships with internal and external audiences
- Critical thinking, creative problem solving, and analysis
- Learning and working effectively in current office applications, software, and communication technologies

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 3
Job Category: P	Job Level: 5
FLSA Status: E	Job Code: J01002

- Delivering reliable, effective, and appropriate verbal and written communication that follows current professional standards and the correct use of language and grammar
- Planning, organization, and implementing change
- Preparing and maintaining accurate records and reports
- Creating and managing internal documentation, including training and group presentation materials

Ability to:

- Maintain active learning skills and currency in professional standards, practices, procedures, policies, and technologies related to position responsibilities
- Make a positive contribution to a culture of inclusion and respect in all interactions within the Library and across the University
- Maintain confidentiality of information, professional boundaries, and strong public and customer service skills
- Work independently to analyze information, draw conclusions, and present conclusions effectively to stakeholders and direct reports
- Continually deliver reliable, effective, and appropriate verbal and written communication that follows current professional standards and the correct use of language and grammar
- Successfully plan, organize, implement, and manage workflows and operations
- Be responsive, flexible, and adaptive in approach to work
- Create and manage internal documentation, including training and group presentation materials
- Manage budgets and produce reports on budget requests, encumbrances, and expenditures

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 3 - Manager
Job Category: M	Job Level: 5
FLSA Status: E	Job Code: J01003

M5: Level Standards

GENERAL ROLE

This level is the first with the primary function of managing employees. Incumbents may initiate and communicate a variety of staffing actions.

Oversees the day-to-day operations of a group of employees. Responsible for training and development of subordinate staff, estimating staffing needs, assigning work, meeting completion dates, and interpreting and ensuring consistent application of organizational policies. Positions at this level do not exclusively serve as the supervisory level to only student employees.

Incumbents:

- Alter the order in which work or a procedure is performed.
- Recommend or implement modifications to practices and procedures to improve efficiency and quality, directly affecting the specific office operation or departmental procedure.
- Distribute work and monitor workload among staff.

INDEPENDENCE AND DECISION-MAKING

- → Supervision Received
 - Works under direction.
 - Seeks approvals when significant changes to process steps are considered and additional resources for task completion are required.
- → Context of Decisions
 - Decisions are driven by office/departmental policy and procedures.
- \rightarrow Job Controls
 - Free to plan and carry out all phases of work assignments, including the oversight of staff.
 - Has the latitude to make daily operational decisions.

COMPLEXITY AND PROBLEM SOLVING

 \rightarrow Range of issues

• Issues tend to be operational in nature.

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 3 - Manager
Job Category: M	Job Level: 5
FLSA Status: E	Job Code: J01003

 \rightarrow Course of Resolution

Identifies issues and gathers facts.
Understands the smallest details of an assigned area.

→ Measure of Creativity

- Problems can be resolved within provided guidelines.
- Problems are not amenable to strict technical resolution, requiring innovative thinking.

COMMUNICATION EXPECTATIONS

→ Manner of Delivery and Content

• Diplomatically and effectively deliver information difficult to understand or in contrast with a student or customer's views.

SCOPE AND MEASURABLE EFFECT

Incumbents:

- Manage a small homogenous department.
- OR
- Manage a larger process-oriented area whose members perform like activities.
 - Actions regularly affect a department or a project outcome with office/programmatic impact.
 - Actions generally have a direct impact on controlling such things as staff size and nature of work and scope of services.
 - Performance results tend to relate to efficiency, fiscal practices and standing, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 3 - Manager
Job Category: M	Job Level: 5
FLSA Status: E	Job Code: J01003

Job Template

GENERAL SUMMARY

Plans, leads, and evaluates work on programmatic or operational initiatives. Responsible for independently developing all phases of work assignments and have a high level of professional judgement, making daily operational decisions based on appropriate timing and best use of resources. Issues are complex and resolutions require integrative solutions and consideration of alternative practices or policy interpretation. Required to demonstrate excellent public and customer service, interpersonal, communication, leadership, critical thinking, and problem solving skills.

REPORTING RELATIONSHIPS AND TEAMWORK

Works under direction of a supervisor or program director. Serves in an advanced senior resource capacity in area of specialization. Acts as direct supervisor for professional staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.

- Plans and implements goals, procedures, and guidelines as necessary to provide efficient operations, evaluates the quality and effectiveness of services; creates and implements improvements.
- Oversees the work of assigned personnel and evaluates based on the Performance Management Guidelines as outlined by the Library, Human Resources, and the employee's contractually specified evaluation process. Assigns, oversees, reviews, and evaluates work of direct reports. Establishes work schedule(s) and approves timecard(s). Maintains supervisory files.
- Serves as functional and services lead in area of positional responsibilities, diagnoses operational problems and collaboratively designs and implements corrective actions.
- Promotes inclusivity and is communicative about Library and unit priorities, opportunities, and challenges with direct reports. Encourages creative thinking amongst assigned personnel and actively fosters open communication. Supports involvement in professional development activities and provides training and internal development opportunities as appropriate to each position.

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 3 - Manager
Job Category: M	Job Level: 5
FLSA Status: E	Job Code: J01003

- Provides technical direction, consultation, and assistance to patrons and Library staff within area of expertise and positional responsibility.
- Interprets and applies Library and University policies and procedures, assisting other staff and patrons as appropriate.
- Provides in-person and online patron discovery and access, general reference, and informational services support as appropriate.
- Manages record transactions and document retention appropriate to position responsibilities.
- Collects, maintains, and reports statistics related to position responsibilities.
- Creates documentation, guides, and other resources to instruct patrons and/or Library staff in the discovery, access, and use and/or coordination of Library collections, programs, procedures, or resources.
- Performs related work as required.

MINIMUM QUALIFICATIONS

- Bachelor's degree in related field.
- Minimum of six years related professional experience.

COMPETENCIES

Knowledge of:

- Service standards, policies, procedures, and processes of library operations, as well as departments and University offices interfacing with the Library
- Principles of diversity, equity, and inclusion
- Standards and best practices in public and customer service
- Best practices in critical thinking, creative problem solving, and analysis
- Current integrated resource management systems as related to the position
- Principles and best practices in planning, organization, and implementing change
- Principles and best practices of employee supervision
- Microsoft Office and related software applications

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 3 - Manager
Job Category: M	Job Level: 5
FLSA Status: E	Job Code: J01003

Skill in:

- Supporting and implementing practices, procedures, and workflows in area of position responsibility
- Reinforcing the principles of diversity, equity, and inclusion and working collaboratively with individuals of diverse backgrounds, experiences, and perspectives
- Modeling strong public service and interpersonal skills; developing and maintaining effective and appropriate working relationships with internal and external audiences
- Critical thinking, creative problem solving, and analysis
- Learning and working effectively in current office applications, software, and communication technologies
- Delivering reliable, effective, and appropriate verbal and written communication that follows current professional standards and the correct use of language and grammar
- Planning, organization, and implementing change
- Preparing and maintaining accurate records and reports
- Creating and managing internal documentation, including training and group presentation materials
- Employee leadership and mentoring

Ability to:

- Maintain active learning skills and currency in professional standards, practices, procedures, policies, and technologies related to position responsibilities
- Make a positive contribution to a culture of inclusion and respect in all interactions within the Library and across the University
- Maintain confidentiality of information, professional boundaries, and strong public and customer service skills
- Work independently to analyze information, draw conclusions, and present conclusions effectively to stakeholders and direct reports
- Continually deliver reliable, effective, and appropriate verbal and written communication that follows current professional standards and the correct use of language and grammar
- Successfully plan, organize, implement, and manage workflows and operations
- Be responsive, flexible, and adaptive in approach to work

Occupational Group	Library
Job Family	Library Services
Job Path	Library Support
Job Title	Library Assistant 3 - Manager
Job Category: M	Job Level: 5
FLSA Status: E	Job Code: J01003

- Create and manage internal documentation, including training and group presentation materials
- Manage budgets and produce reports on budget requests, encumbrances, and expenditures
- Effectively lead and motivate others