

# Building a Capability Framework

Pathways taken and lessons learned (so far)



## Research Support Unit, Manager



**Mrs Shiobhan Smith**

Shiobhan has over 15 years experience working in Libraries and Museums. Prior to being appointed as the Research Support Unit Manager, Shiobhan was Subject Librarian to a number of Humanities departments including Sociology, Anthropology, Geography, and Theology. As Subject Librarian to the Centre for Sustainability, Shiobhan was involved in the development of the DMPt and has an interest in Research Data Management. Shiobhan also has knowledge and skills in Digital Humanities, Bibliometrics, and Information Literacy.

 [orcid.org/0000-0003-1738-9836](https://orcid.org/0000-0003-1738-9836)

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# What is the problem?

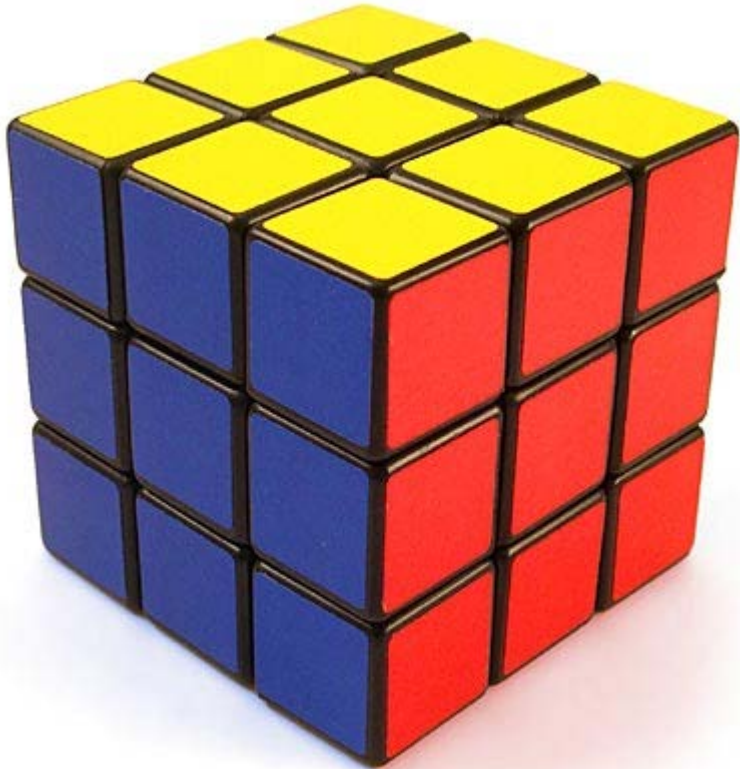
- Growth of the inside-out library
  - Blended professional / Hybrid roles
  - Functional teams with mix of professional and non-professional roles
  - Research support to research partners
- Skills gap
  - Are LIS qualifications fit for purpose?
    - Tensions between needing theoretical professional knowledge and actual specific skills
  - Train them up or hire them in?
  - Resourcing concerns
    - Can't hire new / grow teams – restructure and repurpose?
    - Lacking infrastructure?

The Times They Are a-Changin + Resourcing is as scarce as ever =



# What is Capability?

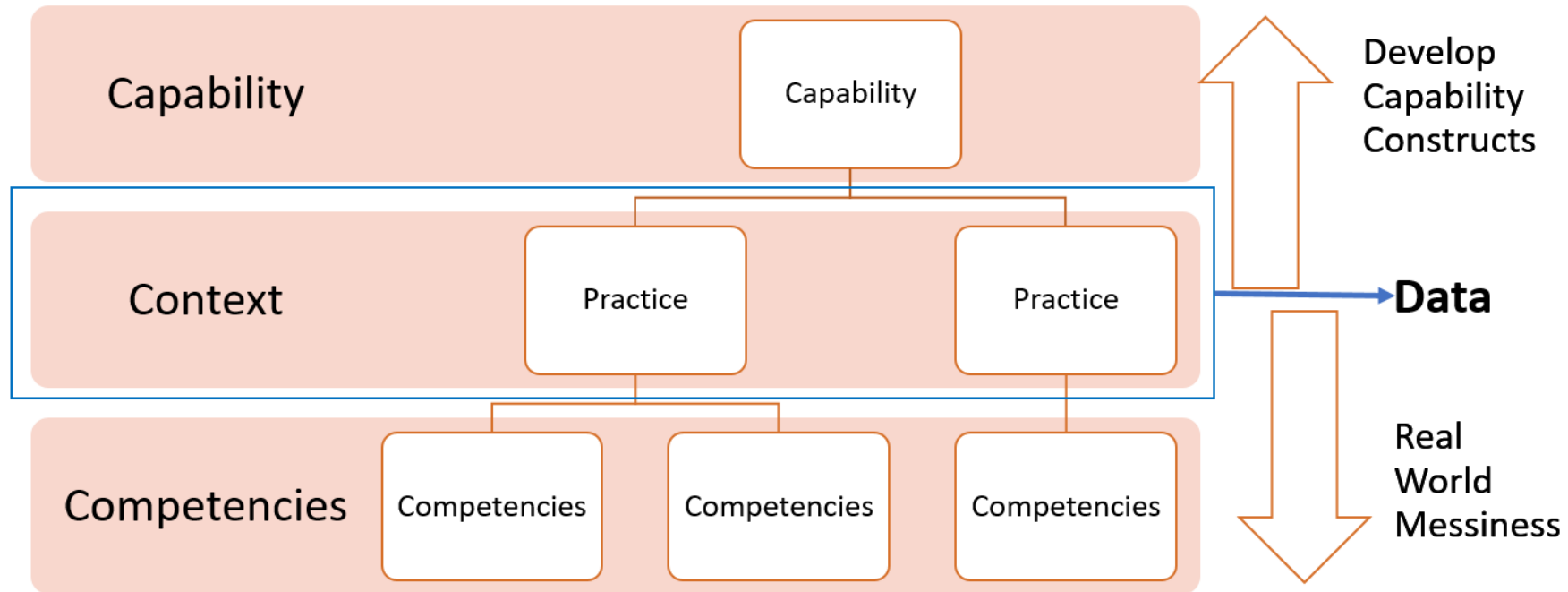
- Is competency and capability the same?



O'Connell, J., Gardner, G., & Coyer, F. (2014, Dec). Beyond competencies: using a capability framework in developing practice standards for advanced practice nursing. J Adv Nurs, 70(12), 2728-2735. <https://doi.org/10.1111/jan.12475>

- Competencies describe the skills required for familiar tasks occurring in stable environments. They are less useful in dynamic environments and practice at an advanced level.
- Competency is a term that is sometimes (rightly or wrongly) associated with low level vocational tasks that require little critical thinking.
- Where practice is complex and evolving it is useful to have a framework that links competency learning to practice.
- A capability framework explains the major domains of practice at an advanced level.
- Capability helps librarians to cope with new and unfamiliar situations.
- Capability is more than skills and knowledge, but includes values and self-efficacy.
- Capable librarians are life-long learners and will continue developing their expertise and skill set long after leaving formal education.

# Developing the framework: Data collection





# Developing the framework: Data collection survey

| Tasks related to research data management                                                                                                                                                                                                                                                                                   | Core competencies and capabilities                                                                                                                                                                                                                                                                                                                     | Core competencies and capabilities II                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| <p>What are tasks you do in your job that relate to research data management? Please provide as many examples as you are able (no more than 5 examples necessary - 1 per row).</p> <p>Example: Support the use of University research data management plan through RDM workshops, data consultations, and a Libguide...</p> | <p>What skills and knowledge do you need to do this task?</p> <p>Example: Knowledge of funder and/or publisher requirements. Knowledge of university policy on research data management. Knowledge of the data management planning tool, how to access it, metadata fields, and outputs. Understanding of applicability to needs of researchers...</p> | <p>What abilities do you need to do this task?</p> <p>Example: Being able to communicate; perseverance; flexibility; patience...</p> |
| <p>Current services limited to a LibGuide on RDM providing information &amp; advice on data management planning, and provision of basic advice. Advisory services may expand in future.</p>                                                                                                                                 | <p>Knowledge &amp; understanding of RDM issues, data management plans &amp; tools for creating these; skills in using LibGuides to develop and maintain guide</p>                                                                                                                                                                                      | <p>Communication skills, willingness to learn new skills and develop work in new areas</p>                                           |



# Developing the framework: Data collection job descriptions

Responsibilities of the Research Data Services Librarian include:

- Develop, provide, and assess services and instruction in support of campus constituents across disciplines through the research data lifecycle.
- Provide consultation on research data management plans for grant applications and research projects.
- Provide faculty and students with assistance in finding and using research data.
- Assist researchers in meeting funders' or publishers' requirements for research data sharing.
- Act as the liaison with other campus units that support research data services.

Required Qualifications:

- ALA-accredited Master's degree in Library and Information Science or other advanced degree that provided experience with research data responsibilities.
- Demonstrated knowledge with research data responsibilities in an academic or research environment.
- Knowledge of funders' or publishers' requirements for research data management and sharing.
- Knowledge of data sources for the discovery of datasets suitable for research or coursework.
- Understanding of trends in data management throughout the research lifecycle.
- Demonstrated ability to establish strong rapport with multiple constituencies in order to effectively collaborate and build partnerships inside and outside of the library and university.
- Competence and sensitivity in working at a university in which students, faculty, and staff are highly diverse with regard to many facets of identity.
- Ability to meet the requirements of a tenure-track position through research, publication, and/or professional engagement.

# Developing the framework: IATUL workshop

| Now                                                                                                           | Ticks | Future (growth) | Future (shift)                                                    | Future (new)                 |
|---------------------------------------------------------------------------------------------------------------|-------|-----------------|-------------------------------------------------------------------|------------------------------|
| Research metrics tools - general knowledge                                                                    | 1     |                 | Research metrics tools - expert knowledge [shift from Specialist] | Able to work collaboratively |
| Proficient in general computing skills                                                                        |       |                 |                                                                   |                              |
| Reference management tools                                                                                    |       |                 |                                                                   |                              |
| Knowledge of university structure and who does what in research - which teams you work with and where you fit |       |                 |                                                                   |                              |
| Know who does what in the library and who knows what and what skills/expertise they have                      | 1     |                 |                                                                   |                              |
| Working team, but also able to work independantly                                                             |       |                 |                                                                   |                              |
| Know what your researchers are doing                                                                          | 1     |                 |                                                                   |                              |

# Developing the framework: Data analysis



## RDM Knowledge/Skills



## RDM Abilities

# Developing the framework: Data analysis

| Tasks related to research data management                                                                                                                                        | Core competencies and capabilities                                                                                                                 | Core competencies and capabilities II                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Current services limited to a LibGuide on RDM providing information & advice on data management planning, and provision of basic advice. Advisory services may expand in future. | Knowledge & understanding of RDM issues, data management plans & tools for creating these; skills in using LibGuides to develop and maintain guide | Communication skills, willingness to learn new skills and develop work in new areas |

Open-minded

Adaptability

Life long learner

Knowledge of research data management (RDM) concepts

Communication skills

Technology skills

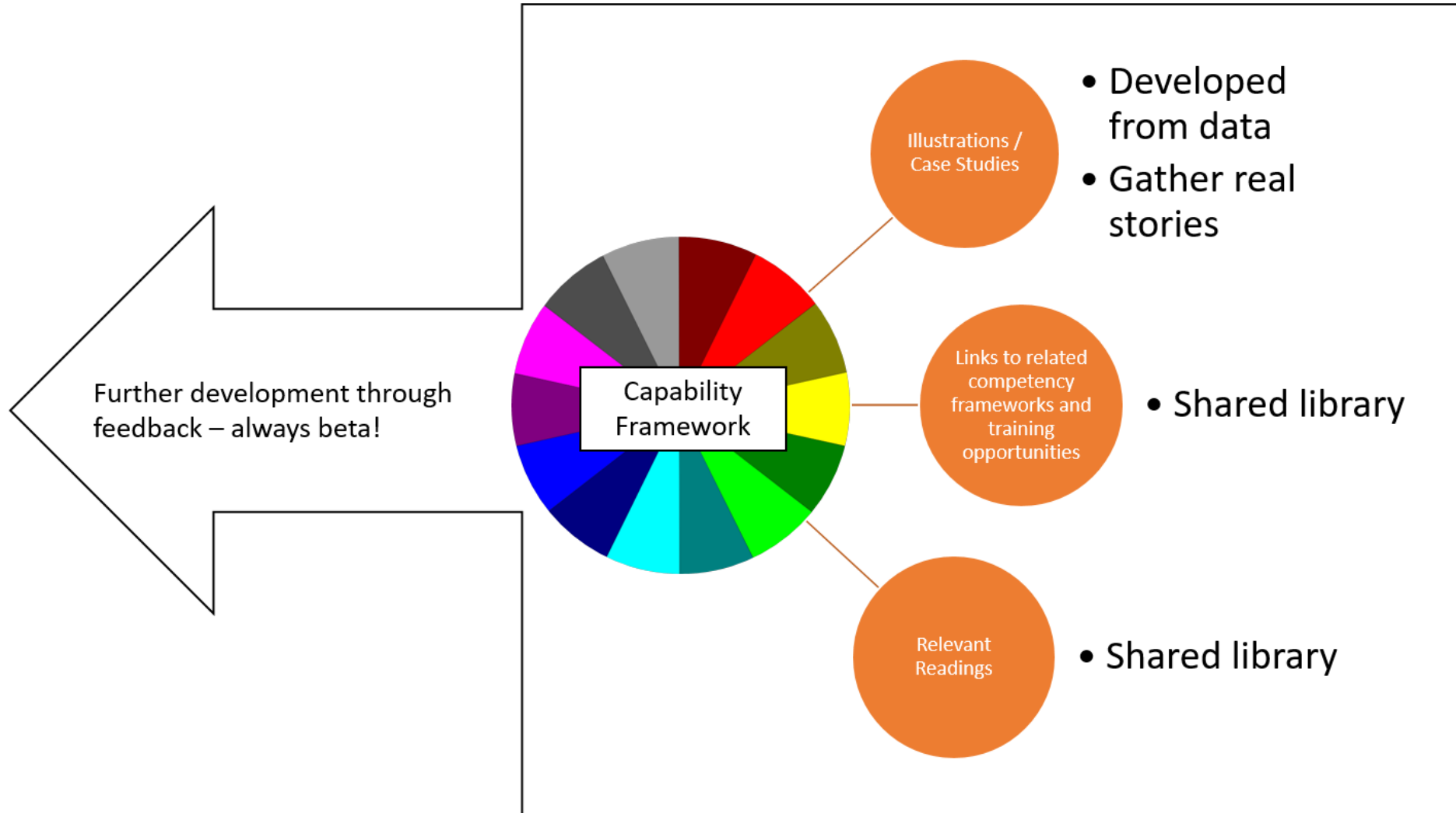
# Developing the framework: Capability construction

| Categories of Capabilities | What is it?                                        | Example                                  |
|----------------------------|----------------------------------------------------|------------------------------------------|
| Contextual Knowledge       | Situates actions in specific contexts / conditions | Knowledge of the higher education sector |
| Practice Knowledge         | Guides actions                                     | Knowledge of research impact evaluation  |
| Skills                     | Applying knowledge in execution of performance     | Analytical skills                        |
| Mindset                    | Way of thinking                                    | Detailed focus                           |
| Personal Qualities         | Characteristics / Personality traits               | Conscientious                            |


Example:

|                                                                   |                                                                                                                                              |                    |                                        |
|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------------------------------------|
| Knowledge of key sources of bibliometric data and analytics tools | Cognizant of sources of bibliometrics data. Understands their strengths and weaknesses. Can extract, analyse, and present bibliometric data. | Practice Knowledge | Bibliometrics, Scholarly Communication |
|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------------------------------------|

# Developing the framework: Capability construction



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## Capability Framework

PrivateMake Public0...

Contributors: [Shiobhan Smith](#)

Date created: 2019-12-19 01:29 PM | Last Updated: 2020-07-30 02:59 PM

Category:  Project

Description:

The University of Otago Library Capability Framework: supporting researcher-facing librarians to successfully deliver inside-out services and support. The University of Otago Library is developing a Researcher-Facing Librarian Capability Framework to support expert practice and inform professional development. Once completed this framework will be made available under a creative commons licence. The framework will be developed in several parts the first of which is to deploy a survey collecting data on the description of roles and tasks of researcher-facing library staff. Information will also be collected on existing frameworks being used to inform professional development.

License: Add a license

Wiki

This wiki will contain information about how data was collected and analysed and how this translated into the capability framework (mark 1).  
[Read More](#)

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