

# Construction of University Librarians' Ability Structure Based on Core Competence

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Date of publication (dd/mm/yyyy): 06/03/2018

**Abstract** – The modern library emphasizes people oriented. To realize the modern service of the digital library in twenty-first Century, we must have a high-quality library management team. Librarians are the main body of the core competitiveness of the library. The ability level of librarians and the personal network determine the core competitiveness of the library. This paper first points out that the key of Librarians' core competitiveness is their uniqueness and competitiveness, and the information ability centered on information and knowledge is their comprehensive professional quality and basic ability, rather than core competence. Then, taking the tacit knowledge as the breakthrough point, this paper expounds the strategy of cultivating the core competitiveness of librarians.

**Keywords** – Core Competencies, Librarians, Ability Structure, Professional Quality, Quality Education.

## I. INTRODUCTION

As an important base for readers to borrow books, inquire information and collect information, university library plays a decisive role in the development of teaching research, and it is an integral part of higher education. As the core of the main body of document information communication, the librarian's training is very important. The consciousness and self-control of university librarians play a decisive role in guaranteeing the quality of information dissemination [1]–[15]. In the new era, university librarians should possess the quality of political thought, professional ethics and modern knowledge. Improving the quality and ability structure of university librarians is the key to the modernization of university libraries. With the development of specialization and informationization, the deep-seated service needs of library users professional, personalized and constantly improve. In the face of a huge increase in the literature of various carriers change rapidly, the network information resources, many complex information technology, put forward higher requirements on the quality of Librarians in the era of knowledge economy. How to improve the quality and ability of Librarians in the new period, and enhance their core competitiveness, in order to make the management and service work be fully recognized by readers, is not only the requirements of the new era, and is the inevitable trend of historical development. It has become an important problem to be solved urgently at present.

## II. THE QUALITY REQUIREMENTS OF UNIVERSITY LIBRARIANS

### A. Ideological and Moral Quality

The work of the library is a very strong service, and a good professional ethics is the primary condition for the work of books information. Librarians should have the spirit of public servants to serve the readers wholeheartedly and have a nice spirit of good physical and mental quality and unselfish dedication. They should keep in mind the service principle of the user first, and earnestly strengthen the ideological and moral construction of the librarians themselves.

### B. Keeping Pace with the Times, Renewing Ideas and Adapting to the Requirements of the Times

Faced with the realization of the modernization of university library, librarians should be liberated from traditional concepts, transform the view of library service, set up the thought of "people first", and establish a good relationship with readers. Librarians should adapt themselves to the new situation, reconstruct new thinking in the new environment, transfer service contents to electronic information, make full use of library information and online information to store digital information and provide online information services. Librarians should have good psychological quality, strive to master new technology and knowledge, stimulate their sense of responsibility and thirst for knowledge, and constantly learn and improve their quality in the process of information service, so that they can adapt to and undertake information service under the information environment.

### C. Having a Good Level of Foreign Language and the Level of Language and Writing

University library is a scientific research and teaching assistant unit that provides services for readers, whose main purpose is to serve the readers and scientific researchers. This requires the university librarians to master the interrelated knowledge that intersect from each other. The foreign periodicals of the university library are increasing with the increase of international communication. From the compilation and processing of books and periodicals to the transmission and transmission of document information, corresponding foreign language guarantee is needed. Therefore, as a manager of a university library, a certain foreign language knowledge should be mastered, especially English, which should have a certain oral basis and basic foreign language communication skills. In the Chinese language, university librarians should also have accurate expression ability and

excellent text function. The librarians need the results in the title, in addition to the normal service work, they should have the conscious awareness of active with their professional and interest in reading the relevant literature, and wrote some papers of high quality, and actively apply for related projects.

#### *D. Information Quality*

The network university library which integrates modernization and automation is an inevitable choice to adapt to the development of science and technology. With the wide application of computers in Library and information field, and the increasing diversity of document carriers, libraries are developing towards networking, intellectualization and automation. In order to adapt to the information age, librarians must have strong information ability, that is, information retrieval ability and information processing ability. Information quality is the ability of people to obtain, evaluate and use knowledge information resources. It is a necessary skill to process and utilize knowledge information in the information environment. Librarians' information quality determines to a certain extent whether the information resources of the library can be effectively utilized. Therefore, information literacy should be essential conditions and requirements for librarians. Library automation is mainly reflected in the wide application of network communication technology and information processing technology in the library work. Hence, it is necessary that strengthen the Librarians in the network technology knowledge, computer software knowledge and skills training, which can use network information retrieval, so as to provide more convenient and efficient service. With the rapid development of literature and information industry, the wide application of modern information technology, which is mainly marked by computers, to library management, will bring all directions and revolutions. The realization of the library automation management system makes the computer replace the traditional manual operation. The work of modern library is the platform for establishing information technology, and the application of computer and network technology to automate the management of Library and information work. Especially from the university library, borrow and return books to literature information retrieval, librarians need to be proficient in computer operation, fault repair and related software and other aspects of the use of knowledge, ability to retrieve various types of database and retrieved via the Internet, to capture information. The computer has become an important tool for information management, change the library management idea, management method, management function and management organization structure radically. With the popularization and application of modern technology such as computer technology, database technology, network technology and multimedia technology in university libraries, mastering modern information technology is the key to improve librarians' information processing ability.

#### *E. Rational Knowledge Structure*

The more rational the knowledge structure is, the stronger the ability is. The knowledge structure of the

librarian refers to the depth and breadth of the knowledge surface that is engaged in the job. As an important position of school informatization and social informatization, university library requires librarians to have solid professional and basic knowledge and broad knowledge and cultural attainments. A rational knowledge structure should be centered on this major, and start from reality, based on one or several disciplines, and familiarize itself with its adjacent disciplines, and understand the development trend of related disciplines both at home and abroad, and the interrelationship between interdisciplinary subjects. The librarians should involve the main subject knowledge of the school and understand the development trend of the frontier science and the frontier science. In practical work, librarians not only master the knowledge of this major, but also have some knowledge and knowledge about other disciplines and professional knowledge that the school is involved in, so as to fully understand and track the teaching direction and research progress of this major and its unit. In order to better serve the teaching and scientific research work and enhance the service efficiency, the service field is constantly expanded and the knowledge evaluation ability is constantly improved.

#### *F. Renewing the Concept of Service and Improving the Ability of work Innovation*

The librarians should adapt to the development of society and times, learning new knowledge and skills, learn some advanced ideas and methods, improve their own quality. Readers are the main objects of library service, and it is an indispensable part to communicate with many readers. The librarians can send the questionnaire, hold a small reader exchange, establish Readers Club etc. to understand the true thoughts, opinions, and their problems. Taking the reader as the base, the existing problems are constantly corrected in the work, and the concept of service is updated. They should have a sense of innovation. In practice, they constantly explore how to do consulting, borrowing, sorting books and do better, more innovative, more convenient for readers, to meet the needs of readers.

### **III. THE ABILITY STRUCTURE OF UNIVERSITY LIBRARIANS**

Ability usually refers to the ability to accomplish some kind of activity. The ability of the librarians refers to the ability of the librarians to complete the job. The comprehensive ability is mainly composed of decision-making ability, expression ability, development ability and management ability. Ability is not a single characteristic, but the sum of the multiple psychological features of a complex structure [3]. The ability structure is an organic combination of the type of ability and the ability of a person. From different angles or different levels, different types of abilities can be divided. Each person has a different ability structure. As the information center of a university, the advantages of university library lie in its rich collection of literature resources, and the high-quality information service personnel are the conditions for the

development of the library. Professional knowledge is the basis of improving librarians' professional ability. How the librarian's service quality, directly affects the service level. A large number of practice shows that the professional knowledge and business ability of university librarians are the key to the development of the library. Therefore, librarians' professional knowledge and professional ability are the basic analytical standards to measure the professional level of librarians. The key to the development of new libraries is to train Librarians' professional qualities and abilities.

The core competitiveness of university librarians has some characteristics such as integration, information and application, but this is also a universal professional quality that librarians should have. So how to embody "core" and "competition"? Only in a unique way can we have competitive strength, which is the key to the problem. Therefore, in the process of building the ability structure of librarians, it is necessary to highlight the unique value and competitive advantage.

A lot of professional quality for librarians and scholars are discussed. This article includes the qualities necessary for the work of the library, including the ability to identify and capture the knowledge and information, master the common information technology, information processing ability of knowledge storage. It has the ability to communicate quickly with users and to accurately grasp the demand. Above mentioned abilities are the basis of the work, but not competitive ability. The unique value and competitive advantage in the structure of the ability are concerned. It is also the special place of two kinds of ability of librarians that are different from other people. The unique value is to provide the user out of the ordinary products, service and value. Competitive advantage is different from other providers (competitors) more the advantages or advantages including sustainable advantage, resource advantages, mode of operation, more advanced market demand for products and services as well as any one of them in the field of the combination of advantages, result in higher profits or benefits.

#### **IV. THE RELATIONSHIP BETWEEN THE PERSONAL ABILITY OF LIBRARIANS AND THE CORE COMPETITIVENESS OF THE LIBRARY**

The concept of "core competitiveness" was first proposed by the American economist Mr Prahalad and Hamel in 1990, in the book "Harvard Business Review" published "the core competitiveness of enterprises" in an article mentioned, it is the enterprise in the production and management, new product development, customer service service and a series of marketing process and decision in formation, has its own unique the advantage of technology, culture and mechanism determined by huge capital energy and business strength. The core competitiveness mainly includes core technology capability, organization coordination ability, external influence ability and contingency capability. Its essence is to enable consumers to get truly irreplaceable values, products, services and culture better than their competitors. Although the core

competitiveness is on the whole of the enterprise, the formation of the core competitiveness of the enterprise can not be separated from the core competitiveness of the individual members. The library as a human civilization information base, its core competence is the core ability of the library as a social institution, the industry has, the core competence has a unique advantage in the society, to maintain the existence and development of the library, is not easy to be controlled by the outside world, and other information institutions the competition should have core competence". The essence of the core competitiveness of the library is through the integration of library resources (including material resources, technical resources, human resources, knowledge resources, financial resources and organizational resources) and various abilities (including information recognition ability, ability to absorb information, the ability of obtaining information, information storage capacity, information resources allocation ability, information service ability, the ability of sustainable development) to ensure library to gain competitive advantage and sustainable development in the market competition of the unique ability of formation [1]. The core competence is not immutable and frozen, but a dynamic process of development, the library community in different era of "resource view" and "system view", "service concept" and "system integration concept" is the core competitiveness of the library dynamic understanding, but no matter how to change the form of nature is the same, that is to maximize and achieve customer value, the ability of consumer surplus value to provide users with better than competitors and not easy to be imitated by the competitors, as the value of the user. To provide value to the user is the subject librarians thousands on thousands of our library, the survival and development, factors and even competitors and competitiveness ultimately depends on the people, even if the library has rich information resources and knowledge of environmental and technical equipment, but left the "person" of the elements, everything is dead, only the librarian is the main realization of library core competence, ability level and personal network of librarians determines the core competitiveness of the library [2].

#### **V. CONSTRUCTION OF UNIVERSITY LIBRARIANS' ABILITY STRUCTURE**

##### *A. The Communication of Tacit Knowledge is the Foundation of Cultivation*

Tacit knowledge is tacit characteristics and risk to dominance and increase the difficulty of the exchange and sharing of tacit knowledge, tacit knowledge is better than explicit knowledge but has greater customer value and value-added of construction of tacit knowledge in the library within the scope of the sharing platform to enhance the implementation of librarians, departments and even the whole library the implementation of "knowledge, tacit knowledge, explicit knowledge and tacit knowledge, more and more more and more explicit knowledge in the library....." A virtuous circle of knowledge. The scope of a person's knowledge and depth is limited, only to be more

and more people (or organization) of tacit knowledge beneficial, benign of good atmosphere efficiently transfer and exchange in order to form the dissemination of knowledge, the individual members can expand and deepen the quality of knowledge based on the knowledge of others, improve the core competitiveness individual. From the form of knowledge exchange, there are two kinds of formal communication and informal communication. Formal exchanges include seminars, experience exchanges, training, etc. informal exchanges such as Sharon, clubs, interpersonal communication and so on. From the scope of knowledge exchange, there are two kinds of internal and external communication. Between the internal communication between the librarians as the formal and informal exchanges, department or team members communicate between the systems as well as library organization level inter departmental communication, internal communication to realize the unified library value and culture, and to integrate into the library core competitiveness of the whole; external communication is the breakthrough of the library itself the boundary, and the organization, the same type of non-governmental organization of the same type, and communicate the information on the existence of competition between social institutions, the exchange and collision between different blood, the introduction of ideas, new knowledge and technology, and bring pressure and power development. From the method of knowledge exchange, there are the integration of the copywriting, the practice and the two. Copy type mainly refers to the individual or organization tacit knowledge were collected form one or two documents, others can be obtained by borrowing, purchases, internalization of tacit knowledge into their practice base; that in practice, tacit knowledge transfer and explanation, such as dry middle school, old and new, model demonstration, easy to carry in a small scale; comprehensive copy and practice is the mainstream, which combines theory and practice as well as between the two can promote each other and study, to improve the efficiency of tacit knowledge transfer.

### *B. The Internalization and Sublimation of People's Tacit Knowledge*

Librarians can acquire tacit knowledge of non personal tacit knowledge exchange through channels of diversification, and their explicit knowledge and tacit knowledge integration, improve the quality and quantity of tacit knowledge internalization, science and efficiency in the process of internalization requires librarians who have both psychology and behaviors.

First of all, from the active demand of others or need to have him to acquire tacit knowledge, active demand will enlarge the learning effectiveness and efficiency, and promote their own in the process of acquiring tacit knowledge spillover and spread, so the concept and mechanism in library culture and management system in the embedded librarian encourage active learning and communication. And by an example of the direction and content of learning guide. Secondly, must have continuous learning ability and habit, on the one hand, all kinds of information and knowledge organization to create new

information and knowledge constantly; on the other hand, the aging cycle of knowledge has been shortened, in the knowledge development process, we only have continuous learning, in order to continue to absorb new knowledge and technology; only with the ability of continuous learning, in order to improve the efficiency of digestion and absorption of knowledge. Regular reading meetings, seminars and seminars can be carried out in departments or libraries. Librarians can also be encouraged to open convenient passages such as blogs, micro-blog, WeChat, etc., and timely record Librarians' thoughts and share with colleagues. Again, learn the scientific method of knowledge processing. Internalization of tacit knowledge beyond itself is a process of internal and external integration. There is a certain degree of loss of external tacit knowledge. The size of loss directly affects the quality and efficiency of internalization and sublimation, and the selection of scientific methods can minimize losses. We can make use of scientific methods such as case study, mindmap, process, form, visualization, computerization and simulation to internalize external knowledge into Librarians' individual knowledge base, and constantly upgrade and innovate. Finally, learn to self summary and tacit knowledge actively, because of the differences in the internal cognitive individual thinking, emotion, mental models, intuition and so on, its unique "information cognition and regeneration methods also have positive effect to the spread of other individuals or organizations, the librarians should actively carry out self hidden and summary knowledge, in the appropriate context to be shared to other people and organizations, the promotion of individual tacit knowledge explicit and implicit upgrade.

### *C. The Integration and Innovation of Knowledge between Personal Knowledge and Team (or Organization)*

The library is a great cause of human civilization, not one or two librarians can achieve, need to struggle for all of the library, the distinction of personal knowledge in the knowledge base is just a drop in the bucket, personal knowledge only the collision constantly in groups, and the integration of other people and organizations to continuously improve the knowledge, training to complete the unique competitiveness, but also has the stage, is not immutable and frozen. First, librarians must establish teamwork, trust, based on the principle of equality, friendly, personal efforts and implementation team (or organization) and the organization shall combine the goal, to create a body of knowledge play encourage the spirit of cooperation within the business environment and atmosphere, such as package, the annual assessment of departments, to reach a tacit understanding and the coordination between the members. Secondly, the innovation of organizational structure model. In the face of knowledge workers, librarians, the library should set up an organic structure, highly flexible, flat, with personality, sustainable development, and will continue to study into the organizational structure of the construction, cultivate learning atmosphere, knowledge exchange between organizations such as the implementation of regular and

irregular the training of librarians, and sharing meetings, mining and mobilize the creative thinking ability of librarians. The library can be different based on the needs of the project construction team will work in the field of dynamic, different with different skills of librarians set to a specific team, in the process of completion of the project, to promote contacts and exchanges between people, effectively realize the dissemination of knowledge, integration, sharing and innovation. Thirdly, we use the mechanism of reward and punishment to balance the risks and benefits of overflowing knowledge. On the one hand, that librarian personal tacit knowledge originality and exclusiveness, establish appropriate evaluation indexes and knowledge contribution rate as the standard of the evaluation system, the embassy staff to get the knowledge sharing and exchange benefits, promote the librarian personal knowledge spillover process; on the other hand, the library needs certain resources, including the need to the environmental conditions and technical facilities to make explicit of tacit knowledge, and there is a certain risk of failure, the gains in a short time is difficult to measure, but if not timely or properly tacit knowledge and can make the loss of good opportunities for development, therefore, need to do the analysis and prediction of the cost and return, the use of incentives (such as salary, bonus, promotion model, etc.) the positive reinforcement and punishment mechanism (such as pay cuts, demotion, did not pass the assessment report Negative strengthening to realize the knowledge transformation between the librarians and the organization.

#### *D. The Ability of Knowledge Service with Unique Competitive Advantage is the Core of Cultivation*

Many scholars in China have located the important contents of library development in the knowledge service, such as X.L. Zhang, Y.W. Dang, N. Sun and so on. C.L. Yu and other scholars have investigated many domestic libraries from the perspective of positivism. The results show that 72% of libraries think that libraries should be positioned in the service concept, namely knowledge service and information service. Knowledge service is driven by users, and based on knowledge search, organization, analysis and reorganization, it runs through the whole process of user solving problems according to users' problems and environment. In the whole process of knowledge service, librarian as the main body of service users, its unique value and competitive advantage is through the whole service process. Therefore, the key and core to realize the user value is the unique and competitive knowledge service provided by librarians. According to the trend and focus of knowledge service development, librarians can cultivate and develop in the following aspects, one is knowledge discovery and navigation, driver based on user needs, the organization and arrangement of the library system of collecting information, focusing on the establishment of internal relations between knowledge, deep processing and development, the formation of a unique knowledge of products, such as database, knowledge base, intelligent tools, application software etc.. The two is the knowledge consulting service, which

is to analyze, diagnose and solve the problems raised by the users, and directly serve the user's knowledge acquisition and knowledge innovation. For the real needs of users and the potential demand for advisory services (mainly to provide knowledge based), reference service intelligence and integration (i.e. knowledge integration, service integration, human resource integration, system integration and other methods, from knowledge mining, knowledge service platform, knowledge warehouse and other point of view, tacit knowledge in knowledge mining and carry on the effective restructuring and processing, to meet user demand a high level of knowledge), knowledge (i.e. dynamic consulting services to users dynamically and continuously provide the knowledge, such as SDI, subject service etc.) etc.. The three is the personalized knowledge service, that is, to collect, capture, transfer, use and innovate the knowledge based on the user's demand. Including: explicit knowledge and tacit knowledge search, retrieval and obtain, knowledge organization and retrieval management; using expert system, special analysis tools, decision knowledge system support for the analysis and application of knowledge, knowledge utilization and management; the establishment and development of a variety of management mechanism, encourage knowledge sharing and knowledge innovation [6]. Four is the subject service, this service is mainly concentrated in the university library, establishing the subject in the library service team, academic team into research team, go to the college and professional, demand characteristics, combined with scientific research platform of subject characteristics and subject construction and evaluation etc..

#### *E. Popularize the Knowledge of Computer and Improve the Quality of Modernization*

In view of the continuous improvement of the library automation level in the future, the computer skills training of librarians should be strengthened. In practice, training can be divided into two types: popularized training based on operation and ability oriented training based on full-time operation. One is in the whole range, the purpose is to make the general librarians can use the computer to handle the business, this can be used in combination with training seminars, hands-on practice way. One kind is on the basis of universal education, focusing on the training of computer decision-making, program design, system maintenance of the librarian. For this part, the conditions should be created, and a systematic study should be sent out in order to ensure the normal operation of the business.

#### *F. Post Conversion System, Training the Librarian become Expert in one Field while Possessing All-Round Knowledge and Ability*

The library's business activities are closely related to each other. Librarians should play multiple roles. They should not only be familiar with their business activities, but also have a good command of other departments' business activities. At present, the majority of university library personnel, basically are long-term work in a fixed position, some in a post on a few years or even decades, but little is known about the other parts of the business work, even if you are not familiar with, resulting in

A member of the thought exists in the hotel business nonstriving, sticking to a work situation, affects the improvement of librarians quality. The implementation of job rotation system is to solve this problem. Post regular rotation, regular staff flow, the initiative to give full play to librarians, stimulate their enthusiasm for the work, is an effective way to train librarians.

### G. Strengthen the Scientific Research Consciousness of the Librarians and Strengthen the Academic Research

From the present whole, the scientific research consciousness of University Librarians

Not strong, a considerable number of University Librarians failed to take the initiative

Related academic studies, university libraries have not been equipped with corresponding studies

The Research Institute. Librarians in Colleges and universities should be active and active.

Academic research in industry and related fields, innovative work ideas, and improvement of service ability and level. Business departments at all levels should transform and improve knowledge structure according to their specific needs and conditions, so as to maximize the role of University Libraries in training talents and conducting scientific research in universities.

## VI. CONCLUSION

In short, the core competence of university librarians is a systems engineering. It can not rigidly adhere to the operation, and has a dynamic development. It is good, whether mastery of all abilities, or a kind of ability to develop in depth, as long as the user value, uniqueness and competitive in comparison with other people or the organization, and it is what we should develop and cultivate.

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