Introductions

• Who we are
• What are your expectations for the day
• Naming of a Scribe for the Day
Workshop Objectives

• To understand your role in succession planning.

• To clarify the importance of a Library Succession Planning System.

• To share and exchange ideas, procedures and methods you currently use.

• To identify and analyze critical positions requiring backups on a temporary or permanent basis.

• To identify the best methods for performance appraisals and then use them in the succession planning model.

• To examine methods of grooming high-potential employees for advancement by narrowing developmental gaps between present performance and future potential.
Succession Planning Strategy

- Why You Need One - Library Economics and Employee Retention. All the “what if’s” – Life Happens.
- Developing the Plan - What Tools and Programs Are Needed
- How To Identify Your Successor(s)
- How To Mentor/Model Your Successor(s)
- Creating An Environment That Everyone Enjoys Being A Member.
- When Plans Go Bad - You Thought They'd Stay Forever
Succession Planning and Management

• A deliberate and systematic effort by an organization to:
  – ensure leadership continuity in key positions
  – retain and develop future intellectual and knowledge capital
  – encourage individual advancement
  – Succession Planning is managed to ensure success

• Should also address the needs for critical backups and individual development in any job category
Definition of Succession Planning

“Succession planning is a means of identifying critical management positions starting at manager and supervisor levels and extending up to the highest position in the organization.”

William J. Rothwell

*Effective Succession Planning* (2001)

Succession planning should not and must not stand alone. It must be paired with succession management which creates a more dynamic environment.
Succession Planning

- Does your library have an established succession plan?
- Replacement versus Succession Planning
- Do your current employees have the skills and experience need to fill critical positions?
Multiple Purpose....

- Leanness of the organization
- Dwindling pool of candidates
- Lack of qualified internal candidates
- Increased demand and lack of incentives
- Lack of a Formal Leadership Development Process
The Benefits

- Leave a legacy behind as good employer
- Provide a Development Plan for Top Critical Positions
- Increased Leadership/Employee/Satisfaction
- Ability to measure leadership outcomes tied to the Strategic Library Plans for performance.
- Create a pool of high quality leaders to fill critical positions
Succession Planning: Key Elements

1. Assessment of Key Positions:
   • What are the competencies and experiences needed to qualify for each key position?

2. Identification of Key Talent:
   • Typically people at the top two levels of the organization and high potential employees one level below.
   • Identified by their management’s assessment of their performance and potential for advancement.

3. Assessment of Key Talent:
   • For each person on the radar screen, primary development needs are identified focusing on what they need in order to be ready for the next level.
Succession Planning: Key Elements

4. Generation of Development Plans:
   • A development plan is prepared for how we will help the person develop over the next year.

5. Development Monitoring & Review
   • An annual or semi-annual succession planning review is held to review progress of key talent and to refresh or revise their development plan.
LIBRARY DIRECTOR

Experiences Profile

1. Bottom line accountability; Has managed a organizational budget.
2. Experience in several different functional assignments
3. Management of Employees
4. What kind of computer skills?
5. Educational element
6. Management of a library during a downturn; Has effected a turnaround
7. Successful public relations with community
8. Implementation of new programs and collections
9. Significant customer contact
10. Successful experience in transforming the culture of an organization
COMPETENCIES

• Reporting & Report Reading
• Financial Reporting & Data Recording
• Integrity & Trust
• Cash Management
• Leadership & Influence
• Fund Accounting
• Internal Control

• Management Accounting
• Assertiveness & Confidence
• Resource Planning
• HR Systems & Policies
• Regulatory Compliance
• Technical Competence
• Industry Knowledge
• Travel & Procurement
LIBRARY DEVELOPMENT TOOLBOX

On The Job:
- Job Enrichment
- Special Projects
- Committee Assignments
- Task Force Participation
- Lead Person Responsibilities
- Giving Presentations
- Preparing Proposals/Grants
- Installing New System or Updates
- Leading A New Program
- Temporary Job Assignments
- Full Job Change

Learning From Others
- Working With a Mentor
- Teaming with an Expert – State Library
- 360 Feedback
- Focused Interviews

Training & Education
- Seminars & Conferences
- Continuing Education
- E Learning
- Cross Training
Highest to Lowest Return...

- Full Job Change Focused On Development Needs
- Job Restructuring Based On Development Needs
- Mini Library Budget Assignments
- Cross Library Project Shadowing or Assignment
- Focused Coaching & Counseling
- Formalized Education Programs
- Full 360 Degree Feedback and Evaluation
- Motivated Self Development
- Seminars and Conferences

... Lowest Return
Workforce Forecasting

- Conduct a long and short term workforce forecasting plan to identify the workforce needs.
- Conduct a study to determine the environmental changes, trends expected in 2, 5, 10 years
- Create a workforce plan spanning 2, 5, 10 years out
- Define the critical replacement positions, potential for recruitment - internally and externally
- Define career development needs for positions involved
SUCCESSION CANDIDATES

KEY POSITION TITLE

________________________

Backup Candidate Name:

________________________

Current Title:

________________________

Div: ______________  Level of Readiness
(Circle One):

Within 1 Yr.  1–3 Yrs.

3–5 Yrs.

________________________

Strengths for this position:
## SUCCESSION PLAN SUMMARY

**ORGANIZATION:**

<table>
<thead>
<tr>
<th>Key Position Title</th>
<th>Incumbent Name</th>
<th>Position Vulnerability</th>
<th>Succession Candidate Names</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Open in &lt; 1 Yr</td>
<td>Open in 1–3 Yrs</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Ready in &lt; 1 Yr</td>
</tr>
</tbody>
</table>
EXECUTIVE DEVELOPMENT PLAN

NAME: ________________ TITLE: ________________

Overall Performance Summary:
(Indicate recent performance including major accomplishments or performance issues.)

Key Strengths:
(List 2 - 3. Indicate key technical or professional competencies, skills, or knowledge the person has.)

Development Needs:
(List 2 or 3. Indicate key experiences, skills, or knowledge the person lacks in order to move to the next level.)

Development Actions:
1. On The Job: (What new responsibilities do you plan to assign to help this person develop this year?)

2. Special Assignment: (What task force, projects, or special assignments will be given this year to aid development?)

3. Training: (What specific training or seminars are recommended this year for his/her development?)

Potential For Promotion:
(Indicate this persons readiness to be promoted to the next organizational level.)

☐ Ready now for the next level.
☐ Ready in the next 24 months.
☐ Ready in 2 to 3 years.

Recommended Next Position: (List the next assignment that would most benefit the individual in his/her development.)
PLANS FOR SELECTED TALENT

ORGANIZATION:_____________________

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>High Level Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Sharing our Organizations

• Formal Appraisal Program – Do you Have one, do you use it.
• Do you have a successor identified.
• Ranking your employees
• If you were gone tomorrow, who would take over? Do you have contingency plans.
The “Simple” Appraisal Process

• Monthly Self-Appraisals
• Monthly Staff Meetings
• Quarterly Strategic Meetings
• Annual Self Appraisal
• Annual Performance Appraisal
• Creating goals for Career Development and Succession.
The Appraisal Process & Review

• Conduct Annual Performance Reviews
• Utilize Monthly & Quarterly Performance Reports
• Report development progress and make necessary adjustments to the plan
• Orchestrate moves for the next six months
REWARDS IN A TOUGH ECONOMY

• How Monthly Reports,
• Formalized Job Descriptions,
• Being “Heard”,
• Monthly Meetings... help employees feel good about their work.
• Let’s brainstorm ways to say Thank You without a pay raise.
  – Leave 15 minutes early at end of day
  – Comp time off
  – Monthly pot luck lunches
  – Recognition Awards
Here’s What We Know....

1. **Leaders really do matter** … in managing/driving accountability, results, culture.
2. **Performance is what counts** … top performers over high potentials (the “what” & “how” both count).
3. **Today’s top performing leaders aren’t necessarily tomorrow’s** … even our best leaders can fall behind or derail.
4. **Talent is an enterprise resource** … willingness to share talent makes the system work.
5. **A broad set of experience & assignments is the best classroom** … yet a balanced approach is still necessary for development.
6. **It’s incumbent upon today’s libraries to leave a legacy of future talent** … current leaders must teach, mentor, & role model others on what it takes to succeed.
7. **Invest in the best** … focus the rest.
As a Library Director, it’s your role to ensure:

- Identify key replacement needs and the high-potential people and critical positions to include in the succession plan

- Clarify present and future work activities and work results

- Compare present individual performance and future individual potential

- Establish individual-development plans (IDPs) to prepare replacements and to develop high-potential workers
Gain Buy In On All Levels

• Gain buy in from your staff.
• Form committees to ensure the planning, implementation and follow-up is successful ... Utilize outside organizations, such as:
  – Board Members and Trustees
  – Town HR Team and Individual Responsibilities
  – Library Friends
  – Area Businesses and Community Organizations
Conclusions...

- Talent management improves the skills and talents of and increases the performance of your library staff.
- Staff enjoy the feeling of personal growth and satisfaction that comes from the opportunity to develop their skills and better contribute to their team.
QUESTIONS?