



SUCCESSION PLANNING

Susan A. Henry

May 2012

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.

Measure
Results

Job/Analysis
Competency
Development

Hiring/Selection

Leadership
Development
Process

Employee
Retention

Succession
Planning

Talent Management Strategy

Performance
Management

360 Degree
Feedback

Career
Development



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:

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: _____

Name	Title	High Level Plan

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.



Your Role In Succession Planning

- **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?