



Succession Planning for Busy Libraries and Boards

Stacey Malek

Program Coordinator, TSLAC

Laurie Mahaffey

Executive Director, CTLS



What is succession planning?

According to Social Security Administration:

...process of preparing for loss of critical personnel in an organization.

https://www.ssa.gov/section218training/basic_course_8.htm



What is the goal?

Again, according to Social Security Administration:

...always have employees who are prepared to take the place of those who leave-when they leave.

https://www.ssa.gov/section218training/basic_course_8.htm



Scenario





What
employee
does next...

What those left behind do...

If there is NO succession plan in place...

- Begs employee to stay
- Serious disruptions in library service and operation
- Really wishes they had bought a lottery ticket!





What those left behind do...

If there IS a succession plan in place

- Wishes employee well
- Confident that library can continue operating without disruptions
- Still wishes they had bought a lottery ticket!





Steps for succession planning



Start with the basics



Assessment



Recruit quality employees



Identify employees' developmental needs



Develop employees' knowledge, skills, and abilities (KSA)



Continue to enhance employees' KSA's



Prepare employees for advancement

Assessment

Position (Title)

Vacancy Risk

Impact

KSA's for Position

More Information

Social Security
Administration

How to Implement
Succession Planning

https://www.ssa.gov/section218training/basic_course_8.htm#1

Important Documents



Establishment docs,
bylaws, history



Personnel files and
policies



Job Descriptions,
roles and
responsibilities



Finances



Policies, procedures,
board minutes



How to carry out
important tasks



Calendar



Staff and Board
directory

Director Search Committee

Four to six months ahead of departure date

- Board and director discuss departure
- Board appoints transition team
- Transition team holds organizing meeting
- Board chair meets with staff
- Organization announces departure
- Transition team holds planning session with staff
- Board holds strategic review and leadership planning meeting

Search & Select

- Transition team develops job profile and search plan
- Team launches search/schedules check-ins
- Reviews resumes
- Conducts round 1 interviews
- Holds second meeting with staff
- Semi-finalists visit and meet staff
- Conducts round 2 interviews with executive committee
- Selection made and board ratifies hire

First fiscal year for new hire

- Board plans orientation and launch for new director
- Board announces new director
- New director begins work
- Orientation and post hire process begins
- Director creates 90-day plan and checks in with board after 90 days to review plan
- Six-month evaluation
- Annual performance evaluation of director

Practical Considerations for Board

If no overlap for directors, assign interim

Farewell party for outgoing director and welcome party for incoming director

Outgoing director should leave files the new director will need. Include:

Personnel files

User names and passwords for ILS, Texas Public Libraries Annual Report, WorldCat

Practical Considerations for Outgoing Director

Clean out your office!

Don't forget

- ✓ Family photos
- ✓ Coffee mug
- ✓ Posters
- ✓ Decorations
- ✓ Seat Pad
- ✓ Work sweater
- ✓ Footstool







And don't forget



Go buy those
lottery tickets!!





Thank You!

Stacey Malek

Program Coordinator, TSLAC

accreditation@tsl.texas.gov

512-463-5532

Laurie Mahaffey

Executive Director, CTLS

laurie.mahaffey@ctls.net

512-583-0704