CLEVELAND PUBLIC LIBRARY SUCCESSION PLANNING
Value of Succession Planning

- Ensure the long term sustainability of the organization - mission and impact to the community.
- Identify future leaders.
- Identify competencies necessary to meet organization goals.
- Understand your talent pool.
- Identify potential vulnerabilities and risks within the organization.
- Identify skill gaps and manage development.
- Motivate individuals by stretching their abilities.
- Effectively manage changes of key personnel.
Executive Transition Management

TransitionsGuides 2004-2006

SUCCESSION PLANNING

Emergency

Long Term

PREPARE

Clarify Transition Leadership

Stabilize Situation (if needed)

Plan Search & Transition

PIVOT

Search & Select

Prepare Organization

THRIVE: Post-Hire

Launch and Support
Succession Planning Process

Basic Steps

1. **Assess Organization**
   - Identify the critical roles and competencies required to meet future needs

2. **Assess Employees**
   - Assess employees and identify potential successors for critical roles

3. **Develop Employees**
   - Determine if skill development is required to prepare employee for future role

4. **Manage Key Staff Transitions**
   - Plan recruitment and manage placement of identified successors
Model for Managing Talent

Talent Demand

Have It?
- Competencies
- Performance Mgmt
- Succession Planning

Build It?
- Performance Mgmt
- Learning Mgmt
- Career/Succession Planning
- Compensation

Acquire It?
- Talent
- Acquisition
Readiness Assessment

- Readiness Assessment – a perceived knowledge/skill gap that needs to be “bridged” for the individual to perform the job.
- The larger the timing gap, the more training and development that will be required.
- Preparation time is critical and gap sizes need to be realistic and managed.
Timeline

June – December 2014

June

- Overview SP Process with Staff

- Conduct interviews with board and staff to understand strategy, impact on roles and personal preferences

- Staff and BVU develop succession plan: potential successors and readiness of each

- Prepare recommendations

December

- Present findings and recommendations to CEO

- Communicate plan to the Board

- Implement development plans

- Present findings and recommendations to CEO

June – December 2014
## Responsibilities

<table>
<thead>
<tr>
<th>For the Board:</th>
<th>For the CEO:</th>
<th>For the Executive Team:</th>
<th>For the HR Function:</th>
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<tbody>
<tr>
<td>• Maintain and monitor the succession plan for the CEO.</td>
<td>• Maintain an organization-wide succession plan, including regular updates.</td>
<td>• Manage the development of direct reports and personal aspirations as part of annual review processes.</td>
<td>• Ensure that succession candidates have development plans.</td>
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<td>• Hold the <em>executive team</em> and HR accountable for the development of the staff.</td>
<td>• Identify development opportunities for high potentials.</td>
<td>• Provide administrative oversight for a ‘high potential’ team including: management of roster of individuals, review of individual development plans, and use for ongoing sourcing of open positions.</td>
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<td>• Provide mentoring, coaching and feedback to facilitate development.</td>
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Situation Analysis

**Reputation**
- One of the top six library systems in the country.
- Partner organization with neighborhoods throughout Cleveland and anchor for the community.
- One of the best collections nationwide
- CLEVNET is incredible resource for Northeast Ohio

**External Factors Impacting Agency**
- State funding is never a given but fairly stable
- Population is dropping/changing in the city and in neighborhoods
- Needs of the community have been changing rapidly.
- Must always stay at the forefront of consumer preferences (books, eBooks, tapes, streaming)
- Republican National Convention is an opportunity to highlight the library
- Technology advances impact medium of delivery

**Organization Structure and Workforce**
- 22% reduction in staff.
- No raises in four to five years – first raises to occur in 2015
- Early retirement packages have occurred – last round December 2014
Situation Analysis - continued

**Strengths**

- Reputation as one of the top six library systems in the country
- Director Thomas has been a positive leader through a tumultuous time
- Incredible collection – top in the nation
- Finance processes are strong. Great controls
- CLEVNET is the best in the country – 40% of CPL circulation. Receive positive revenue stream through branches.
- CPL stays at the forefront of technology and remaining relevant to the community and consumers.
Strengths

• CPL – the Guardian Angel of the community – social service programs and open doors impact lives immensely
• Intellectual capital of staff in content areas is a major strength
• Staff very passionate
• No layoffs only reduction in staff through attrition
• Creation and focus of the Friends of CPL will be terrific for fundraising efforts
• Pressures of internal change have not been visible to the community. Due to staff’s professionalism and commitment to mission.
Situation Analysis - continued

Vulnerabilities and Areas of Concern

- Loss of institutional knowledge
- Employee morale is fairly low due to turnover, raises etc.
- Resources are tight – staff feel overwhelmed in some areas
- Staff attrition occurred leaving gaps in some departments (HR AND IT)
- Financial concerns burden staff. Many feel CPL must act to reduce the # of branches.
- Administrators and Branch Managers are often bogged down with disciplinary matters.
- Human Resources is not nimble and unable to meet all the demands of the organization.
- Marketing – CPL is not being as strategic as it should be with collections and other content areas to maximize its impact
- Attention to diversity exists. This is an area of stress. Senior management is not seen as diverse.
Key Recommendations

Annually review the pool of high potentials

- Keep an eye on diversity
- Ensure that high potentials are moving effectively through development plans

Human Resources

- Conduct an HR Audit with an external consultant to evaluate changes
- Compensation and benchmarking study should be conducted – particularly in risk areas such as IT.
- Policy and procedures review – audit
- With recent HR departures, new hires need to be strong. Employee relations professional would be a good addition – may free up Directors from some HR matters
- Organization Design review – benchmarks and best practices (staff ratios)
Key Recommendations

Leadership Development
- Team building
- External board experience

Organizational Culture
- Due to major changes, a full culture check should be complete.
- Identify culture values and brand them! Create a culture brand/symbol that represents employees as a whole “I am a Librarian”. Bake it into all messaging.
- Many leaders believe they are public servants already. Build on this positive attitude.

Marketing
- Publicize collections and capabilities
- Publicize what CPL is doing for the public
Key Recommendations

Upon Notice of Director Thomas’ Resignation:

Establish a Search Committee:
- Identify top 3 to 5 strategic objectives that fall under Director responsibility.
- Identify 7 to 10 most critical competencies required to tackle these objectives.
- Determine whether to utilize search firm.
- Establish search, interview and hiring process and timeline.

Establish a Transition Committee:
- Along with new Director, create a development and transition plan.
- The development plan must be tied to key strategic initiatives with the focus on sustainability.
- Develop a formal communication plan (internal & external)
- Identify key spokesperson for organization.
- Develop Communication strategy for public release.
Leadership Attributes Required of Next Leader

- Well regarded by the national library constituency
- Socially conscientious – in touch with Cleveland’s social needs.
- Inspirational and natural leader
- Ability to interact in a positive way with every person on the spectrum
- Business and financial acumen
- Innovative approach
- Cleveland pride
- Unflappable and even tempered
- Good sense of humor

- Mission driven
- Collaborative and ability to build consensus
- Understand landscape of local stakeholders
- Visionary
- High level of integrity and moral character
- Ability to fundraise
- Excellent communication skills – written and verbal
- Excellent public speaking and messaging abilities
- Media savvy
Roles with Succession

Long-term Successors

Internal Candidates:
- Director
- Deputy Director
- CIO
- CFO
- Director of Public Services
- AD, PS Branches
- AD, Outreach & Prog Svcs

External Hires:
- Chief Legal Officer
- Knowledge Manager

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<tr>
<th>Agency</th>
<th>% of Internal Candidates</th>
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<tbody>
<tr>
<td>15</td>
<td>88%</td>
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Legend:
- Internal Successor
- External Successor
## Internal Successor Readiness

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<tr>
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<th>Ready</th>
<th>Need Minimum of 1 Year of Development</th>
<th>Need 1+ Years of Development</th>
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<tr>
<td><strong>Executives</strong></td>
<td>5</td>
<td>8</td>
<td>2</td>
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<tr>
<td><strong>Percent of candidates that are Ready</strong></td>
<td>33%</td>
<td>54%</td>
<td>13%</td>
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### Ready:
- CIO
- AD, PS Branches
- AD, Outreach & Prog Svcs
- Director, HR
- Director of Property Mgt

### Minimum of 1 Year:
- Director
- Deputy Director
- CFO
- Director, Marketing & Comm
- Director CLEVNET –
- Director of Technical Services
- Neighborhood Team Manager East
- Acting Director of IT

### Minimum of 2 Years:
- Director of Public Services
- Main Team Manager