

**Joseph T. Simpson Public Library  
Succession Plan  
Adopted August 9, 2016**

***Introduction***

Key management succession planning is a structured process to ensure leadership continuity in key positions and to retain and develop knowledge capital and relationships for the future. The process ranges from identifying and developing specific candidates to fill the executive position (under different scenarios) to developing a talent pool with capacity to be effective leaders in any number of key positions in an organization.

The purpose of this succession plan is to ensure continuous coverage of executive duties, critical to the ongoing operations and sustainability of the Joseph T. Simpson Public Library, in the event of an emergency departure or long-term temporary absence of the Executive Director. This Management Succession Plan is designed to cover the following scenarios:

1. Emergency/Temporary Absence – for example, to address the sudden, unexpected departure of the Executive Director for an extended period of time (expected to last more than 30 days).
2. Planned Departure – to address a future planned retirement or other planned permanent departure of the Executive Director.
3. Planned Long-Term Absence – for example, to address recovery from a long-term illness or other incapacity, or an extended vacation.
4. Unplanned Permanent Departure – to address the termination of employment of the Executive Director.
5. Strategic Leader Development – a process that promotes ongoing leadership development talent within the organization.

***Functions of the Executive Director***

The full Executive Director's job description is attached to this plan.

***Appointment of an Interim Executive Director***

Based upon the anticipated duration of the absence, the anticipated return date, and accessibility of the current Executive Director, the Board of Trustees may appoint an Interim Executive Director to fulfill the duties of the Executive Director until the Executive Director returns, or if the absence should become permanent, until the position is filled.

***Authority, Responsibilities, and Restrictions of the Interim Executive Director***

- Serve with integrity as the organization's primary leader.
- Support the Board of Trustees, including preparing executive reports and attending board meetings.
- Lead the Department Heads, consisting of those staff members who directly report to the Executive Director.

- Participate in the recruitment and selection for directly supervised staff.
- Manage initiatives related to organizational capacity, sustainability, and the strategic plan.
- Maintain accountability for the operating budget and financial performance.
- Establish, maintain, and cultivate relations with stakeholders.

The Interim Executive Director shall have full authority for decision making and independent action outlined above, except for the following which must be approved by the Board of Trustees or if a time sensitive issue, the Executive Committee:

- All financial decisions that may fall outside the current board approved operating budget.
- Termination of a Department Head.
- Taking on a major project not previously approved by the Board of Trustees or outlined in the approved Strategic plan.
- Taking a public policy position on behalf of the organization.

### ***Compensation***

The Interim Executive Director shall receive a temporary salary equal to the entry level salary of the Executive Director position, or up to ten (10%) percent above their current salary, if currently employed by the Joseph T. Simpson Public Library.

### ***Cross-Training Plan for Interim Appointee***

If possible, the Executive Director shall execute a plan for training the interim appointee. The Operations Committee shall be responsible for providing oversight for the cross-training plan.

### ***Board Oversight and Support to the Interim Executive Director***

The Interim Executive Director reports directly to the Board President. The Board's Executive Committee will have responsibility for monitoring and supporting the work of the Interim Executive Director. The Interim Executive Director shall prepare a brief weekly summary for the Board President and meet with the Board President by phone or in person no less than once a month.

### ***Communications Plan***

Communication is a key function of a healthy organization and is integral to the success of a transition. The quality of communication between staff and board members can have a significant effect on any transition to a new Executive Director, whether temporary or permanent. Clear and timely communication also helps to alleviate concerns about the organization's direction and sustainability, particularly with key funders.

Immediately upon the Executive Director's departure, the President of the Board of Trustees shall meet with the Interim Executive Director (if so appointed) who will be responsible for addressing internal and external communication during the transition, to develop a communications plan that includes the following:

1. Effective/pending departure date (and if applicable, the expected return date).
2. Implementation of the approved succession plan and process to address transition and replacement issues.
3. Temporary leadership structure and any changes in key contact points – including the appointment of an Interim Executive Director.
4. In the case of a permanent departure of the Executive Director, the communications plan should address the following:
  - a. Why the Executive Director is leaving, if appropriate.
  - b. A plan for the organization’s continued success.
  - c. Strategic direction of the organization.
  - d. Selection process to appoint a new Executive Director.
  - e. How board, staff and other stakeholders are supporting the transition.

If an Interim Executive Director is not appointed, the Operations Committee is responsible for communications.

The following chart identifies key stakeholders and a primary contact to facilitate communication.

<b>Key Stakeholder</b>	<b>Primary Contact</b>
Staff	President of the Board of Trustees
Municipal and School Officials in library’s service area	Interim ED
Friends Group President	President of the Board of Trustees
State Legislators/Other Government Leaders	Interim ED
PaLA	Interim ED
Operating Support (Legal, Accounting, Etc.)	Interim ED
Commonwealth Libraries	Interim ED
Press	President of the Board of Trustees

Updated contact information shall be maintained by the Executive Director and updated on an annual basis.

## **Succession Plan for an Emergency Departure or Long-Term Absence**

### ***Plan Implementation***

The Board of Trustees of the Joseph T. Simpson Public Library authorizes the Board President to implement the terms of this succession plan. As soon as feasible following the departure or notification by the Executive Director of a planned, temporary departure expected to last more than 30 days, the Board President shall convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan, or modify them if needed, and begin the implementation process. It shall be the responsibility of the Executive Director to inform the President of the Board of Trustees of a planned departure that is expected to last more than 30 days.

### ***Selection Process for New Executive Director***

In the event that the temporary absence of the Executive Director shall become permanent, the following process will be used for the selection of a new Executive Director. An outside search firm may be engaged to conduct the search process for a new Executive Director. The Board President shall appoint a search committee to identify and recommend candidate(s) to the Board for approval in accordance with the ***Succession Plan for a Permanent Departure***.

## **Succession Plan for a Permanent Departure**

### **Plan Implementation**

The Board of Trustees of the Joseph T. Simpson Public Library authorizes the Board President to implement the terms of this succession plan in the event of the permanent departure of the Executive Director.

- It is the responsibility of the Executive Director to inform the Board of Trustees of a planned permanent departure preferably with 90 days advance notice but no less than 30 days prior to the planned departure date.
- As soon as feasible, following the permanent departure or notification by the Executive Director of a planned permanent departure, the Board President shall convene a meeting of the Executive Committee to initiate the procedures prescribed in this plan, or modify them if needed, and begin the implementation of the succession plan.

### ***Selection Process for New Executive Director***

In the event of a permanent departure of the Executive Director, the following process will be used for the selection of a new Executive Director.

- An outside library search firm may be engaged to conduct the search process for a new Executive Director.
- The Board President shall appoint a search committee to identify and recommend candidate(s) to the Board for approval. This search committee shall be comprised of:
  - A minimum of 5 individuals.
  - A representative of the Executive Committee.
  - At least one other representative from the Board of Trustees.

- At least one member of the library staff.
- Any other appointments made at the discretion of the President of the Board of Trustees.

In the event that an outside library search firm is to be engaged, the search committee shall issue a request for proposal (RFP) to provide services to be performed by the executive search firm. This RFP may include, among other things:

- Current job description for the Executive Director.
  - Selection criteria.
  - Interview steps.
  - Reference/background checks.
  - Compensation package.
- In the event that an outside library search firm is to be engaged, the search committee shall identify and recommend a firm(s) to the Board of Trustees for approval.
  - The search committee shall be responsible for drafting a “transition plan” for approval by the Board of Trustees. This transition plan should include the following:
    - The Board’s written goals and expectations of the successor for the first 3 months, 6 months and 12 months.
    - A formal orientation program.
    - A structured feedback mechanism to assess progress and potential barriers to a successful transition.
    - Access to development resources such as reading material, leadership training programs, affiliations, etc. to acquaint the new executive with the challenges and opportunities of leading the Joseph T. Simpson Public Library.

**Joseph T. Simpson Public Library  
Executive Director Job Description  
Adopted August 14, 2012  
Updated October 13, 2015**

**SUMMARY OF RESPONSIBILITIES**

**Full Time (37.5 hours per week)**

Supports and promotes the mission of the library. Works in partnership with the Board of Trustees regarding budget, policy and facility issues. Works under the direct supervision of the Board of Trustees. Oversees the day-to-day operations of the library. Serves as the official spokesperson for the library. Requires attendance at daytime, evening and weekend meetings in addition to regularly scheduled public service time.

**Exempt**

**EDUCATION**

Master’s Degree in Library Science required.

### **REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES**

1. Establish and maintain effective relationships with community, civic and professional groups and Friends of the Library.
2. Communicate with the public and staff in a courteous, friendly, and informative manner both in person and on the telephone.
3. Develop and administer a budget.
4. Lead, direct, and evaluate staff.
5. Provide effective and quality library service in accordance with the library's customer service philosophy.
6. Exhibit excellent verbal and written communication skills.
7. Possess experience and knowledge of public library collection development practices, technology services, library programming, and fundraising.
8. Operate computers and knowledge of relevant software and hardware.
9. Demonstrate strong public speaking skills.

### **ESSENTIAL DUTIES AND FUNCTIONS**

1. Provides leadership, management and motivation to all staff.
2. Plans and evaluates, with staff and Board of Trustees, the development of services, programs, and staffing to achieve library goals and objectives.
3. Develops, administers, and evaluates annual budget for Board of Trustees approval and oversees expenditures.
4. Implements decisions of the Board of Trustees and the Cumberland County Library System Board of Trustees.
5. Oversees hiring, training, and evaluation of library staff.
6. Oversees fundraising activities and events.
7. Directs overall maintenance of building and grounds in conjunction with the property committee.
8. Promotes library at civic, educational, and community functions.
9. Serves as library liaison to Board of Trustees and Friends of the Joseph T. Simpson Public Library Board of Directors.
10. Analyzes library use, evaluates trends and recommends appropriate courses of action that fulfill the library's mission and goals. Formulates library goals and objectives and develops policies and programs accordingly.
11. Oversees continuing education opportunities for all staff to meet annual continuing education requirements.
12. Facilitates staff and team meetings.
13. Prepares and distributes regular reports of library activities.
14. Prepares grant proposals and assists in procuring supplemental funding for the library.
15. Other duties and responsibilities may be added at the Board of Trustees' discretion.

### **WORKING CONDITIONS AND PHYSICAL DEMANDS**

1. Physical requirements include ability to move around the facility, walk, sit, bend, climb, kneel, stoop, lift and carry.
2. Use hand and finger motion with enough manual dexterity to use computers and handle library items.
3. Duties are performed in surroundings where undesirable physical conditions and hazards are minor and controllable.

## **Employment Clearances**

Must have FBI criminal history, Pennsylvania Child Abuse and Pennsylvania State Police Criminal History clearance that qualify the individual for employment as outlined in the library system's Employee Clearances policy.

*The above statements are intended to describe the general nature and level of work being performed by people assigned to this position. They are not intended to be construed as an exhaustive list of all responsibilities, duties, and skills required of this position.*