

## Waupaca Area Public Library Director Succession Plan

This plan is intended to establish procedures and contingencies due to the absence, disability, death, or departure of the Director and to facilitate the transition to both interim and long-term leadership.

### **Succession Plan in the Event of a Temporary Absence: Short-Term**

A short-term, temporary leave of absence is defined as being three months or less in length in which it is expected that the Director will return to their position once the events precipitating the absence are resolved. An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical.

In the event of an unplanned absence of the Director, the Director (or member of the Management Team, in the event of the unavailability of the Director), will inform the Board President of the absence. As soon as it is feasible, the President should convene a meeting of the Board to affirm the procedures prescribed in this plan or to make modifications as the Board deems appropriate.

The Board will decide who will serve as the Interim Library Director. The Board may also consider the option of splitting executive duties among the designated appointees.

### **Authority and Compensation of the Interim Library Director**

The person appointed as Interim Library Director shall have the full authority for decision-making and independent action as the regular Library Director.

The Interim Library Director may be offered *one* of the following, to be determined by the board at the time of succession:

- A temporary salary increase to the entry-level salary of the Library Director position;
- A bi-weekly payroll bonus during the Interim Library Director period; or
- No additional compensation

### **Board Oversight**

The Board President will be responsible for monitoring the work of the Interim Library Director during the leave of absence period and will be sensitive to the special support needs of the Interim Library Director in this temporary leadership role.

### **Communications Plan**

Immediately upon transferring the responsibilities to the Interim Library Director, the Board President will notify staff and Board Members of the delegation of authority.

As soon as possible after the Interim Library Director has begun covering the unplanned absence, Board members and the Interim Library Director shall communicate the temporary leadership structure to the following key external supporters. This may include (but not be limited to):

- City Administrative Staff & Mayor
- OWLS System Director and Staff

### **Completion of Short-Term Emergency Succession Period**

The decision about when the absent Library Director returns to lead the library should be determined by the Library Director and the Board. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board, with the intention of working their way back up to a full-time commitment.

### **Succession Plan in the Event of a Temporary, Unplanned Absence: Long-Term**

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition: The Board will give immediate consideration, in consultation with the Interim Library Director, to either temporarily fill the management position left vacant by the Acting Library Director or hire an Interim Library Director. This is in recognition of the fact that, for a term of more than three months, it may not be reasonable to expect the Interim Library Director to carry the duties of both positions, or, depending on the timing of the absence, it may be necessary to have an experienced library director in the position.

#### **Determination if an Interim Library Director is needed**

The criteria that the Board and Interim Library Director should consider when determining whether or not to hire an Interim Library Director (or consultant to the Interim Library Director) are as follows:

- Time of year
- Required fiscal responsibilities
- Special projects currently in progress or upcoming

Skills and experience an Interim Library Director needs:

- Significant experience as the director of a similar type of library
- Ideally, prior experience as an Interim Library Director
- Flexible schedule to allow for on-site presence of a Director and to attend board meetings

If the Board and Interim Library Director determine that an Interim Library Director (or consultant to the Interim Library Director) is needed, a representative from the Board should contact the library system and ask for resources related to hiring an Interim Library Director.

#### **Completion of Long-Term Emergency Succession Period**

The decision about when the absent Library Director returns to lead the library would be determined by the Library Director and the Board. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board, with the intention of working the way up to a full-time commitment.

The Board should pay close attention to the Personnel Manual leave policies when making determinations about the allowable absence of the Library Director. Questions related to leaves of absence may be directed to the City Finance Director or City Administrator.

### **Succession Plan in Event of a Permanent Change in Library Director**

A permanent change is one in which it is firmly determined that the Library Director will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with one addition:

The Board will appoint a Hiring Committee to plan and carry out a transition to a new permanent Library Director. The board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the board's capacity to plan and manage the transition and search. The Hiring Committee will also determine the need for an Interim Library Director, and plan for the recruitment and selection of an Interim Library Director and/or permanent Library Director.

**Acceptance of Emergency Succession Plan**

This succession plan must be approved by the Board of Library Trustees and signed by the Board President and the Library Director upon its approval. This plan should be revised on an as-needed basis, or every three years, whichever comes first.

The library's calendar of duties shall be included in this document along with other succession related information that would be necessary for the plan to be placed into immediate action.

A copy of this Succession Plan will be housed in the binder with Original Policies. A digital copy for editing shall be kept in the Library Director's computer.

Signatures of Approval for Waupaca Area Public Library.

Board President: \_\_\_\_\_ Date: \_\_\_\_\_

Board Vice President: \_\_\_\_\_ Date: \_\_\_\_\_

Library Director: \_\_\_\_\_ Date: \_\_\_\_\_

Approved by the Waupaca Area Public Library Board Date: \_\_\_\_\_

**Key Information Waupaca Area Public Library**

Having access to the organization's key information is imperative for any succession plan. Below is the location and or information necessary to ensure the organization can continue to operate in the absence of the library director.

**Board By-Laws, Minutes, Approved Actions and Documents:** Physical copies in binders marked Board Reports, organized by years in Director's Office; Digital copies in computer file in Board Reports and on Library website, organized by years and months and with City Clerk.

**Strategic Plan:** Physical copy: booklet on shelf in Directors Office. Digital copy on website and on Directors Computer under Planning and New Director

**Financial Information – filed on Director's computer**

- Employer Identification Number:
- State Tax Exempt Number: CES #
- DUNS #

**Current & previous audited financial statements:** housed in city Hall with the Finance Director

**Payroll**

- City Finance Director

**Calendar of Annual Deadlines/Events**

Month	Annually
January	<ul style="list-style-type: none"> <li>• Planning Committee meets to approve Progress Towards Goals and Working Plan</li> <li>• Foundation Meeting (2<sup>nd</sup> Monday)</li> </ul>
February	<ul style="list-style-type: none"> <li>• Annual Report due March 1</li> <li>• Personnel Committee meets to approve supervisor assessments</li> <li>• Library Legislative Day</li> </ul>
March	<ul style="list-style-type: none"> <li>• County Advocacy for library funding</li> <li>• Policy Committee meets to review policies</li> </ul>
April	<ul style="list-style-type: none"> <li>• Orientation of new Library Board Members appointed by Mayor</li> <li>• Welcome to new Council Members and elected officials</li> <li>• Annual Report presentation to Council</li> <li>• Purge personnel files and paper financial records in accord with Record Retention Schedule</li> <li>• Foundation Meeting</li> </ul>
May	<ul style="list-style-type: none"> <li>• Annual review of City Ethics and Fraud Policies</li> <li>• Annual review of Library Board By-Laws</li> <li>• Library Board Officer elections</li> <li>• Committee appointments</li> </ul>
June	<ul style="list-style-type: none"> <li>• Policy Committee meets to review policies</li> </ul>
July	<ul style="list-style-type: none"> <li>• Foundation Meeting</li> </ul>
August	<ul style="list-style-type: none"> <li>• Finance Committee meets to work on preliminary budget</li> <li>• Upcoming annual calendar approved</li> </ul>
September	<ul style="list-style-type: none"> <li>• Library Report on SLP</li> <li>• Wish List Creation for Annual Fundraiser Mailing</li> </ul>
October	<ul style="list-style-type: none"> <li>• Budget approval</li> <li>• Policy Committee meets to review policies</li> <li>• Foundation Meeting</li> </ul>
November	<ul style="list-style-type: none"> <li>• City Council approves annual budget</li> <li>• Library Director Assessment</li> <li>• Staff Goal Setting and Assessments</li> </ul>