Succession Planning & Management

ARL-ACRL Human Resources Symposium
November 15, 2012
Washington, D.C.

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Succession Planning –

Brief Background / 1950s –

- Written annual plans, i.e. lists
- “Replacement” orientation/focus
- Goal was to identify replacements for executives who would leave the organization due to *retirement* or *death*
- Lock-step, formal, rigid
- Often confidential
What Changed?
1980s – present

- Shortage of executive leadership/talent
- Rise of the “outsider” CEO
- High CEO failure rate
- Increased mobility of executives
- Rise of executive search firms as the movers and brokers of talent
- Gen X not buying into “loyalty” contract
Succession Planning – A New Focus

- Move from the “replacement” orientation/focus
- “Development” orientation/focus emerged – goal is to develop and retain talent
- Emphasis on candidate’s potential, not performance
  - 2 best tools for development – jobs & bosses
- Talent pools emerge, not replacement lists
- Less formal and rigid, more open
- Less confidential
Succession Planning & Management in Libraries

Library SPM efforts have focused on:

- Recruitment to the profession – pipeline model
- Managerial Training – grooming for supervision and management positions and roles
- Leadership development – executive or administrator level programs aimed at preparing individuals to be library directors

This model evident in education, public, non-profit sector.
Succession Planning and Management is . . .

“. . . a proactive attempt to ensure continuity of leadership by cultivating talent from within the organization through planned development activities.”

William J. Rothwell

Effective Succession Planning
Succession Planning and Management – Definitions

- **Succession planning** is active planning to ensure that the organization will have the RIGHT PEOPLE in the RIGHT PLACE at the RIGHT TIME for the RIGHT JOB
  - SP usually focuses on managerial positions (from front-line supervisor or project manager level to CEO level in organizations)
  - SP may also focus on technical skills/knowledge

- **Succession management** is managing the plan and the internal process to implement the plan and focuses on how it will be done
Two Types of Succession Planning & Management

- Managerial
  - Focuses on the vertical level of the organization – up the organizational chart
  - Emphasis on *who*

- Technical
  - Focuses on the horizontal level of the organization – across the organizational chart
  - Emphasis on *what*
Managerial Succession Planning & Management

- Goal is to find and develop the RIGHT PEOPLE to place in the RIGHT POSITIONS and in the RIGHT LOCATIONS at the RIGHT TIMES to achieve the RIGHT (Strategic) OBJECTIVES

- Focus is on characteristics and competencies that will be needed by individuals for effective future performance – in specific key roles

- Emphasis on how to select and develop individuals – build a pipeline
Technical Succession Planning & Management

- Goal is to isolate, distill, transmit the RIGHT INFORMATION to people at the RIGHT TIME to ensure continuity of operations
- Focus is on implicit and explicit experiences of running a process and/or operation and development of knowledge, skills, abilities, competencies to meet organizational need
- Emphasis on transfer of knowledge among and between individuals and to successors
Key Workplace Trends

- Aging workforce continues to grow
  - By 2020, ALL Baby Boomers will be 55-years-and-older, increasing that age group’s share of the labor force from 19.5 percent in 2010 to 25.2 percent in 2020
  - By 2020, the “prime-age” working group (25 - 54) is projected to drop to 63.7 percent of the labor force and the 16 - 24 age group is projected to be 11.2 percent of the labor force

- Labor market will tighten due to decrease in the growth of the labor force

- Labor shortages expected to vary across geographic regions and by industry and profession – increasing the demand and competition for workers, particularly educated and highly skilled workers

- Predictions say we will have fewer college graduates overall and the U.S. will have fewer than needed, meaning recruitment for jobs requiring college degrees will be more challenging

- Retirement patterns somewhat less predictable – retirements will still have an impact in the profession due to our demographics

- Library job growth will be 7% compared to 14% growth for all professions
Succession Planning in Libraries – 6 Reasons

1. SP is a means to the end – it is the HR plan that supports the organizational strategic plan
2. SP facilitates development of high-potential employees for key positions
3. SP prevents the lost of knowledge and expertise due to retirements
4. SP can enhance hiring at a time when recruitment will become more challenging and may take longer
5. SP can reduce recruitment and turnover costs which include both $ and opportunities
6. SP fosters a culture focused on talent development

Paula Singer

Succession Planning in the Library: Developing Leaders, Managing Change
Rationale for SPM in Libraries

- Ensure continuity for management operations
- Provide challenging, growth-oriented, rewarding career opportunities
- Prepare individuals for future challenges and needs
- Provide source/supply of in-house replacements for potential openings
- Enhance/increase productivity and avoid lost productivity
- Ensure critical/timely transfer of knowledge between employees
- Enhance ability to recruit talent and control recruitment costs
- Accelerate development of high performers
- Retain key talent
- Enhance and support diversity
<table>
<thead>
<tr>
<th>STEP</th>
<th>KEY STEP</th>
<th>KEY QUESTION</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Analyzing Workforce Demographics</td>
<td>What positions in the organization will need to be replaced?</td>
</tr>
<tr>
<td>2</td>
<td>Analyzing Individual Employees &amp; Identifying Potential</td>
<td>What individuals do we want to retain and develop?</td>
</tr>
<tr>
<td>3</td>
<td>Analyzing Available Strategies &amp; Options</td>
<td>What strategies and options are available to address the needs of the organization and develop the individuals?</td>
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Developing Talent Pools

- Look at all levels to identify talent
- Talent pools are filled from the bottom up
- Managerial talent pools
  - Look underneath each level of the organizational chart
  - Do not tie individuals to specific positions – build a pipeline
- Technical talent pools
  - Look within appropriate departments + related functional areas
  - Identify high performers and high potential individuals

This is not a promise of a specific job to an individual.
SPM Strategies -- Examples

- Grow your own workforce – support attainment of degrees ($ + time)
- Promote/move staff who earn MLIS degrees to professional positions
- Expand job duties whenever possible + evolve jobs
- Introduce job rotation/sharing
- Practice on-the-job and cross-training
- Assign special projects to increase knowledge and build skills
- Use task forces to practice team-based action learning
- Use interim appointments as stretch assignments and opportunities
- Coach/mentor at all levels – high performers, supervisors, managers
- Use career ladders to build knowledge/skills
- Use performance evaluations and feedback programs effectively
- Invest in supervisory/manager training and leadership development
The most effective systems are simple, easy to use, and accessible. Systems are non-bureaucratic, uncomplicated.

- Individuals can self-nominate or be nominated OR apply OR participate
- Managers can nominate and participate actively

The best systems are developmentally oriented

- Focus is on continual growth and development and less on the ultimate job title
- Multiple opportunities exist and are made available
Highly effective systems always actively involve the key players of the organization

- All senior leaders are engaged, not just Dean or UL
- Individual employees are involved

Effective SPM initiatives spot gaps in talent and identifying important “linchpin” positions

- Linchpin positions are select set of jobs that are critical to the overall success of the organization
- Linchpin positions may be current jobs AND jobs needed in the future (to be developed)
Succession planning still does the job of monitoring the succession process, enabling the organization to ensure that the *right people* are moving into the *right jobs* at the *right time* and that *gaps are spotted early*

- Checkpoints are built into the system
- Progress is measured by defined metrics that are specific to strategies

The most successful systems are built around continual reinvention

- It’s a journey, not a destination
Resources

