

PASSING THE BATON: WHO WILL TAKE IT?

DC
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ALA ANNUAL
CONFERENCE
& EXHIBITION

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SUCCESSION PLANNING

- ◉ Framework
- ◉ Case
- ◉ Ingredients for success
- ◉ Process
- ◉ Identifying
- ◉ Developing
- ◉ Tools and stories

SUCCESSION PLANNING

Integrates: talent management + strategy

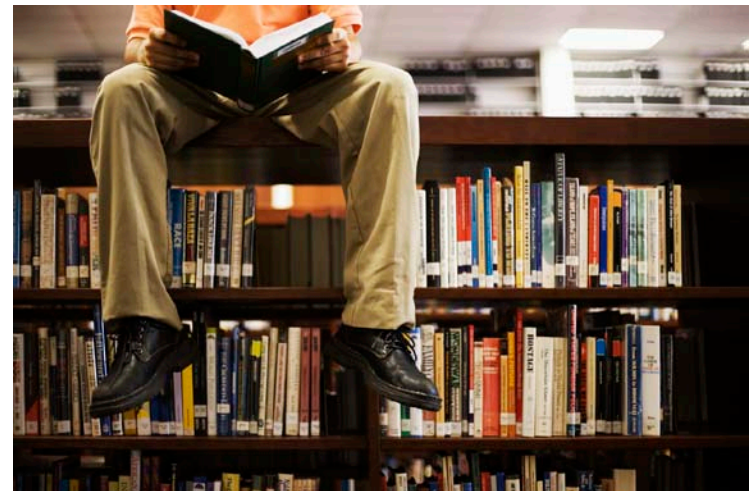
- ◉ anticipates change
- ◉ focuses on staff development



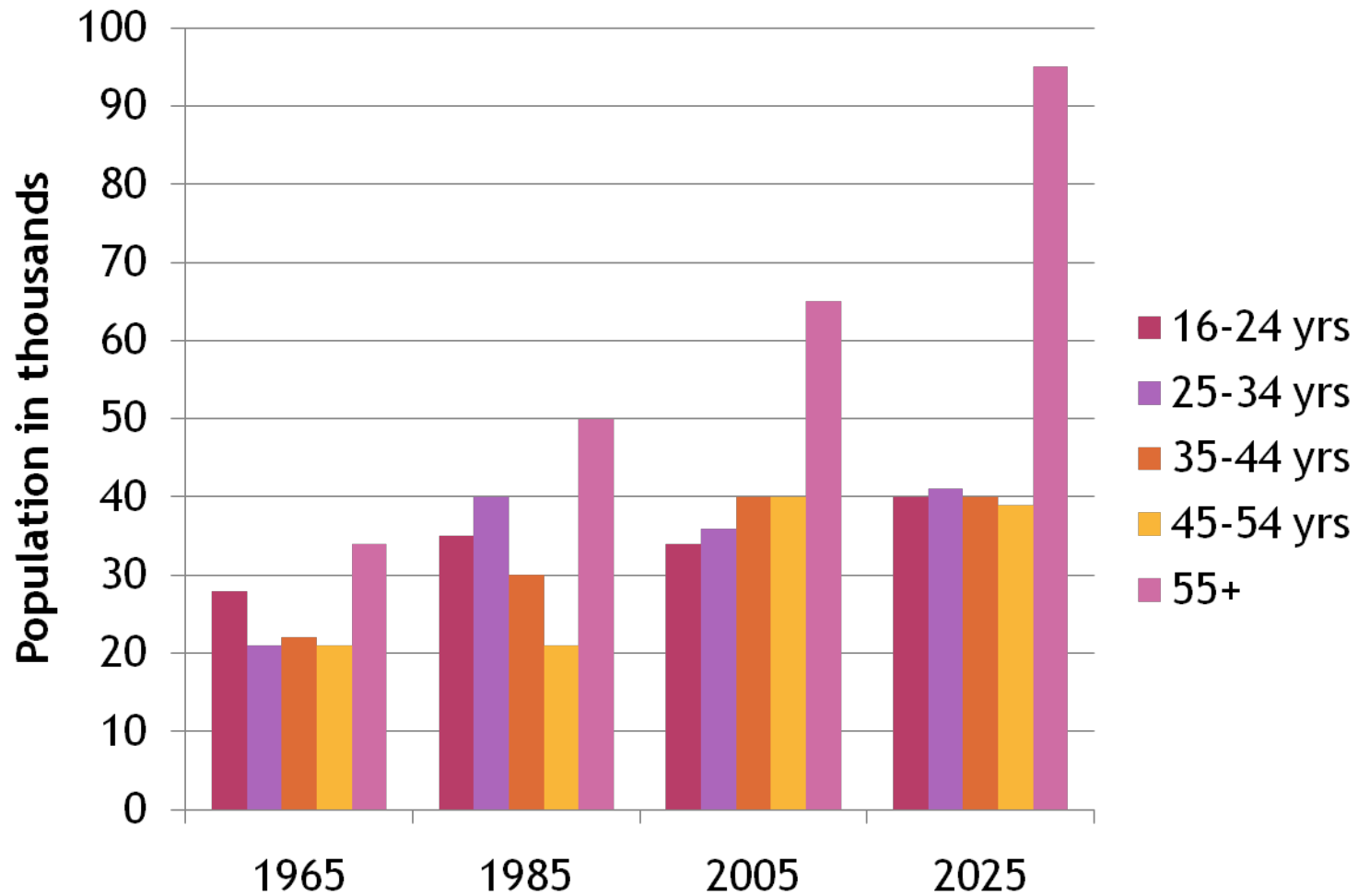
It's about ensuring that the **right people** are in the **right place** and at the **right times** to do the **right things**.

WHY? CHANGING DEMOGRAPHICS

- ◉ 83 million baby boomers = huge increase in 55+ population
- ◉ Over 90 million by 2025
- ◉ Who will fill the gaps?



CHANGING DEMOGRAPHICS



FROM 2000 TO 2010

- ◉ 35-44 year old group declines 15%
- ◉ 45 -54 year old workers grow 21%
- ◉ 55-64 year olds expand 54%
- ◉ 64 million (40% of the workforce) could retire

IN THE LIBRARY WORLD...

- ◉ 40% will retire by 2015
- ◉ 75% of professional staff will be lost by 2025
- ◉ Information science profession has almost 75% more people 45+ than comparable professions
- ◉ 57% of professional librarians are 45+
and.....
- ◉ 11,000 Americans turn 50 every day (DOL)

WHY? @ BCPL

Retirements are increasing with 11 staff members making a commitment to retire by June 30, 2010

59 staff are currently eligible for full retirement.

HR Director in Pierce County, WA:

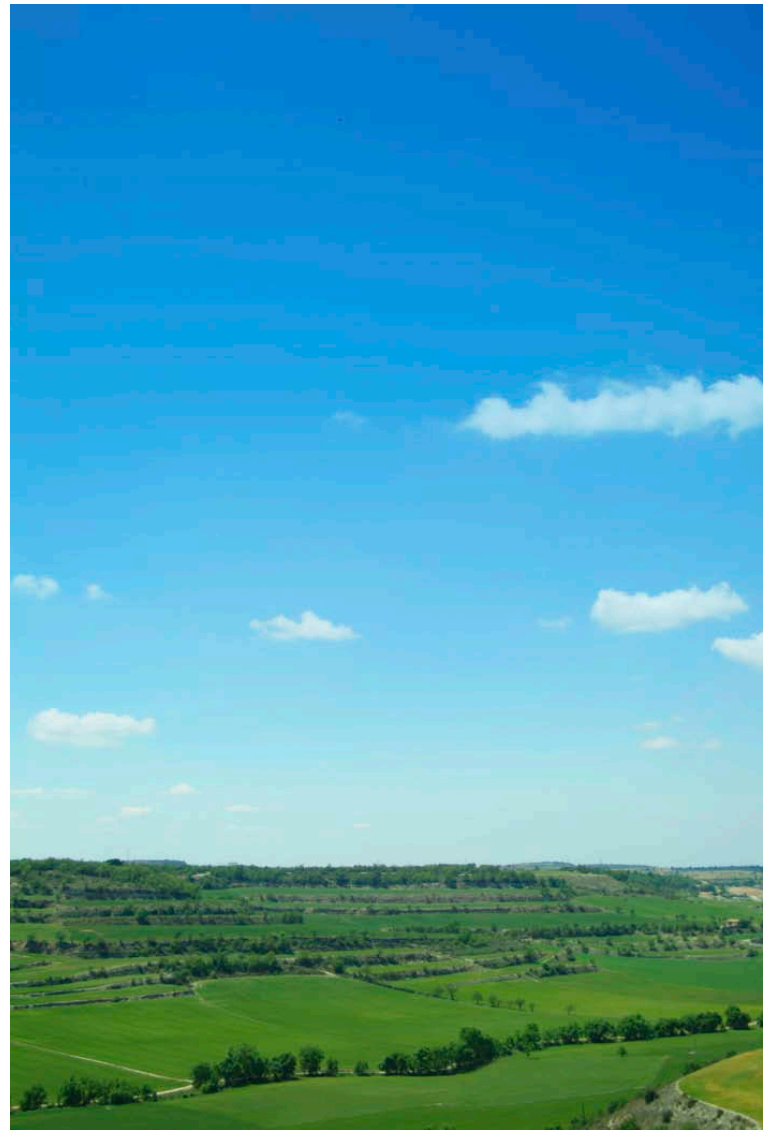
“Tumbleweeds will be blowing through this place if we don’t do something!”

WHY NOW?

- “The time to repair the roof is when the sun is shining”

John F. Kennedy

- Questions



WHY SUCCESSION MANAGEMENT?

SUMMARY

- ◉ In-house replacements
- ◉ Increase human capital
- ◉ Avoid lost productivity
- ◉ Challenging career opportunities
- ◉ Retain key talent
- ◉ Prepare for future challenges
- ◉ Knowledge transfer
- ◉ Cost control - cost of turnover
- ◉ Attract candidates
- ◉ Support diversity

INGREDIENTS FOR SUCCESS

- ★ Commitment
- ★ Ownership
- ★ Vision
- ★ Snapshot
- ★ Openness
- ★ Objectivity
- ★ T&D
- ★ On going attention

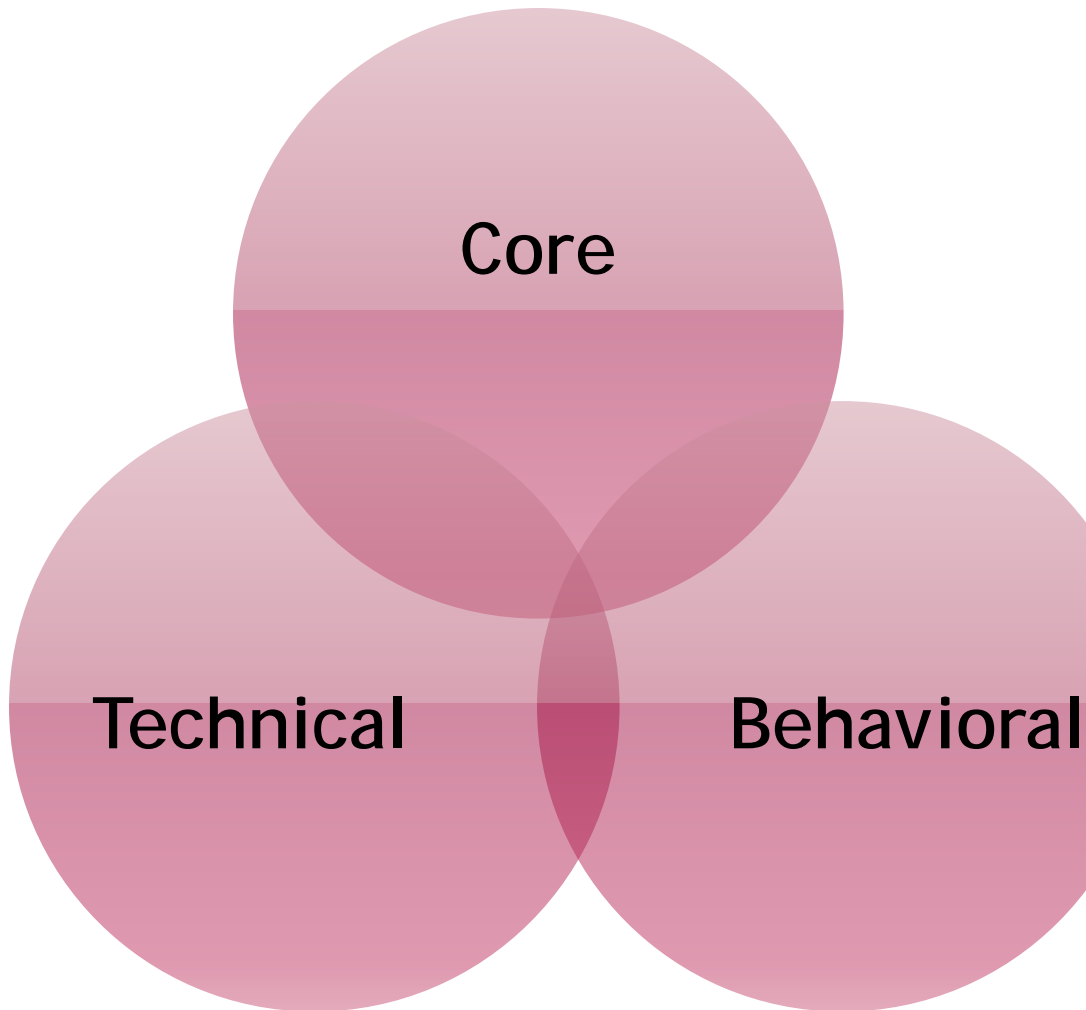
GETTING THERE: PROCESS

1. Review strategy
2. Identify critical positions
3. Define competencies
4. Update performance management system
5. Identify vacancies
6. Identify Talent
7. Evaluate development needs
8. Create development plans
9. Implement
10. Evaluate

FOR EACH POSITION



COMPETENCIES

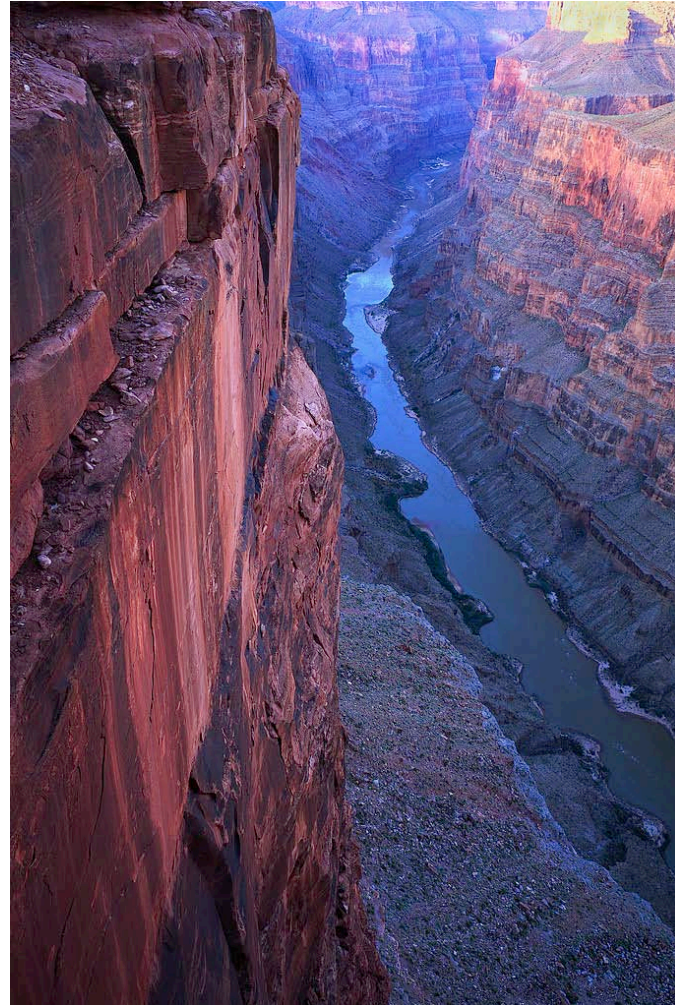


PERFORMANCE + POTENTIAL

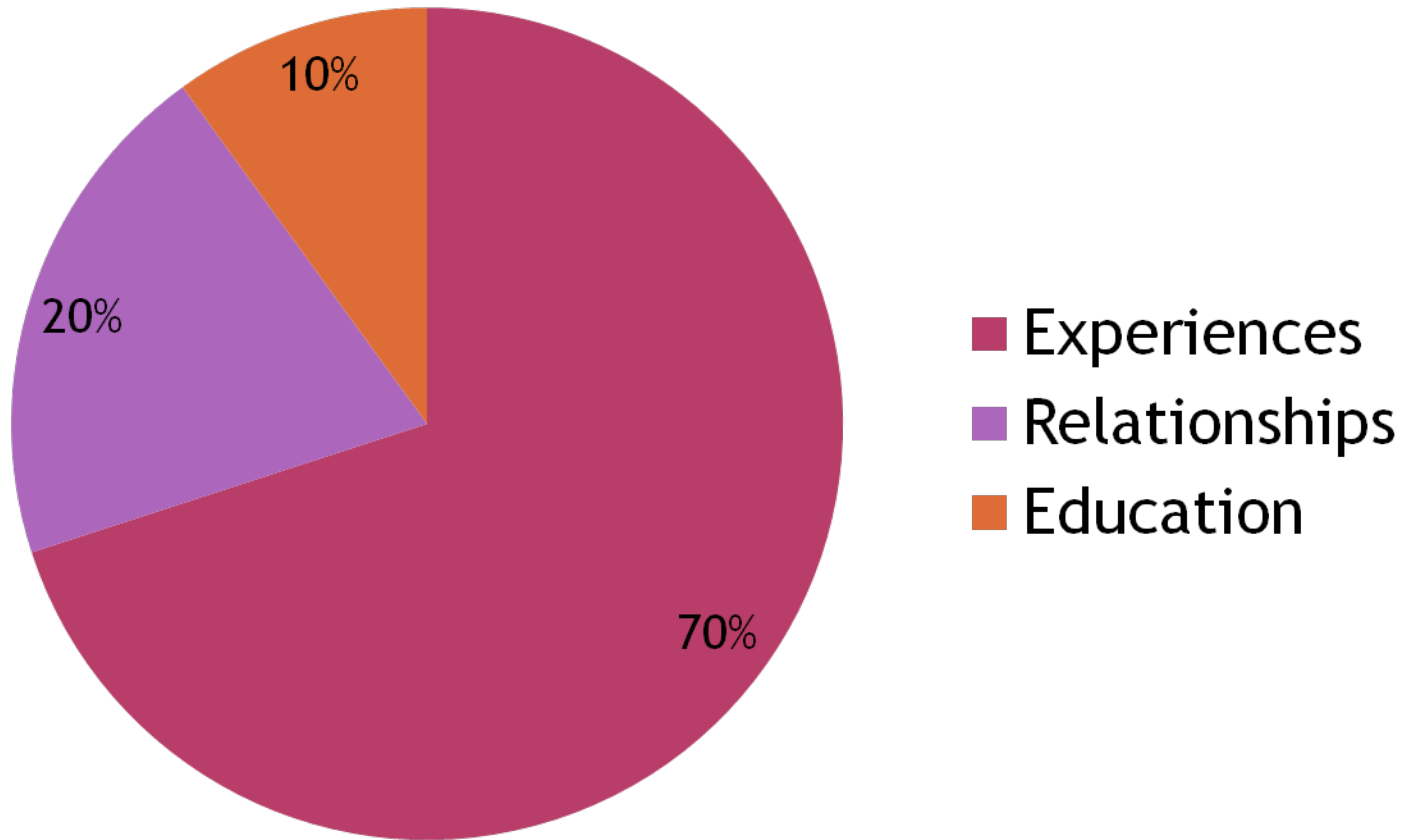
		Potential		
		Low	Medium/Growth	High
Performance	High	Key Contributor	Emerging Talent	Promotable
	Medium	Key Contributor	Key Contributor	Emerging Talent
	Low	New Hire	Improvement Required	Improvement Required

7. DIAGNOSE DEVELOPMENT NEEDS

- Fill in the gaps



HOW TO DEVELOP



SUCCESSION PLANNING MISTAKES

1. Keeping the plan a secret
2. Underestimating the talent within
3. Narrow-minded thinking
4. Focusing exclusively on hard skills
5. Withholding appropriate T+D opportunities
6. Expecting employees to self-identify
7. Not holding managers responsible for succession planning
8. Considering only upward succession
9. Developing a one-size-fits-all program
10. Believing you can't do this in a civil service or unionized environment

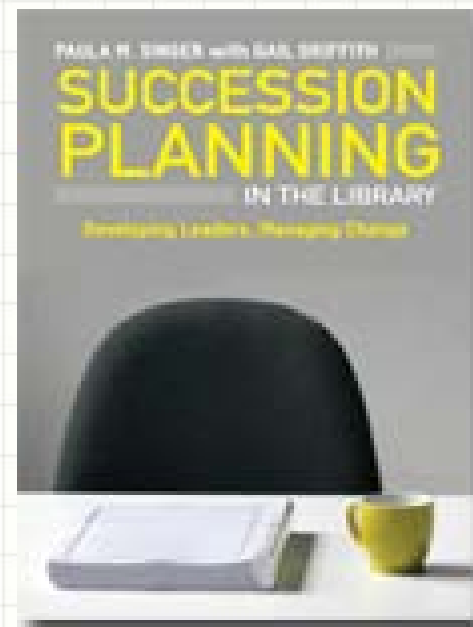
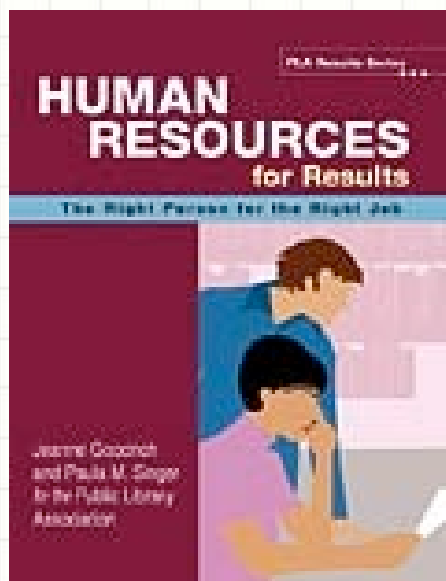
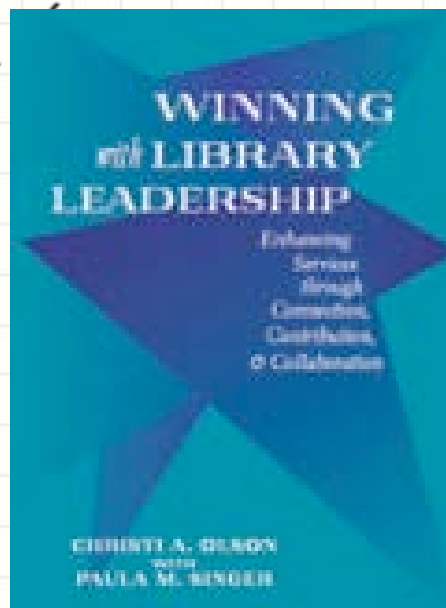
ADVICE FROM THE FIELD

- ◉ Be realistic
- ◉ Start with mission & core functions
- ◉ Don't rely on recruitment
- ◉ Create strong employee development programs
- ◉ Management support
- ◉ Show care for employees' development
- ◉ Respect earned knowledge of those close to retirement

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- ❑ **Managing Change:** *Creating an Environment Conducive to Change; Organizational Effectiveness; Executive coaching; Management Retreats*
- ❑ **Managing the Organization:** *Organization Assessment; Organization Design and Development; Strategic Planning; Program Evaluation; HR Department Audits; Consulting Skills for the HR Department; Climate/Attitude Studies*
- ❑ **Managing People:** *Performance Assessment Programs; Coaching, Training & Developing Managers and Supervisor; Hiring & Selection Guidance; Recruitment & Retention Strategies; Job Analysis & Job Design; Developing Teams*
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