



Denton Public Library

Succession Planning and Professional Development

Approved by the Library Management Team, March 2024

Succession planning and professional development is essential for the long-term sustainability of any organization. Succession planning identifies future leaders, identifies competencies necessary to meet department goals, identify skill gaps, identifies vulnerabilities, and risks, and manages changes of key positions.

Action Plan

This document is intended to evaluate and pinpoint the present and future skill requirements for various positions within the library, as well as to recognize opportunities for current staff members to enhance their skills should they express an interest in career advancement. Supervisors will employ performance goals and regular coaching discussions to collaborate with employees keen on progressing, providing guidance on training, mentorship, and assignments geared towards skill-building and broadening experience. It's important for staff to understand that while efforts will be made to support their growth, promotion is not guaranteed. All recruitment for positions follows the City of Denton's hiring procedures, ensuring that the most suitable candidate is selected based on the requisite skills and competencies for each role.

1. Review existing positions considering current and future needs.
2. Identify skill sets needed for key positions.
3. Survey current employees to understand individual career goals and interests.
4. Assess skill readiness.
5. Identify and assign new projects and training to develop skills in current employees.
6. Manage and plan for transition of duties as vacancies occur.

Overview of Current Staffing

As we consider succession planning, it is essential to gain a comprehensive understanding of our current staffing landscape.

One critical aspect we monitor is retirement eligibility within our organization. As seasoned professionals consider their next steps and retire, we are faced with the loss of invaluable institutional knowledge and expertise. Their departure poses significant challenges, as their wealth of experience and insights have been instrumental in shaping our library's operations and services.

Moreover, as we strive to serve our diverse and dynamic local community effectively, it is imperative that our staff composition reflects the rich tapestry of backgrounds, cultures,

and perspectives present within our community. By fostering a workforce that mirrors the Denton community, we can enhance our ability to connect with patrons, understand their needs, and deliver services that are culturally responsive and inclusive.

Currently seven out of 12 Library Leadership Team positions are currently eligible to retire (yellow), and two others are eligible to retire within 10 years (orange).

| Position Title | Name | Year to Retire |
|---------------------------------|-----------------|--------------------|
| Director | Jennifer Bekker | Currently eligible |
| Branch Manager | Kimberly Wells | Currently eligible |
| Branch Manager | Stacy Sizemore | Currently eligible |
| Branch Manager | Rebecca Ivey | 2026 |
| Technical Services Manager | Rachel Reeves | 2035 |
| Assistant Branch Manager | Laura Douglas | Currently eligible |
| Assistant Branch Manager | Kasey Fanucchi | 2035 |
| Assistant Branch Manager | Fred Kamman | Currently eligible |
| Circulation Supervisor | Dee Brown | Currently eligible |
| Circulation Supervisor | Robert Mitchell | Currently eligible |
| Circulation Supervisor | Jason Mims | 2042 |
| System Operations Administrator | Trey Ford | 2031 |

Currently three out of 13 professional full-time Librarians/Archivists are currently eligible to retire (yellow) and another one is eligible to retire within ten years (orange).

| Position Title | Name | Year to Retire |
|----------------|---------------------|--------------------|
| Librarian | Hope Cockrell | Currently eligible |
| Librarian | Shannon Young | 2039 |
| Librarian | Haley Phillips | 2037 |
| Librarian | Chuck Voellinger | Currently eligible |
| Archivist | Matt Davis | 2032 |
| Librarian | Dawn Terrizzi | 2035 |
| Librarian | Sarah Ward | 2035 |
| Librarian | Vacant | |
| Librarian | Ross Scoggin | 2035 |
| Librarian | Alex Pearson | 2043 |
| Librarian | Stacey Irish-Keffer | Currently eligible |
| Librarian | Karli Pierce | 2039 |
| Librarian | Nanya Jackson | 2043 |

Currently 10 out of 19 support staff positions are currently eligible to retire (yellow) and another five are eligible to retire within ten years (orange).

| Position Title | Name | Year to Retire |
|------------------------------|--------------|--------------------|
| Administrative Assistant III | Cindy Carter | Currently eligible |
| Senior Library Specialist | Beth Veon | Currently eligible |
| Library Specialist | Jake Crowley | 2027 |

| | | |
|---------------------------|-------------------|--------------------|
| Library Specialist | Marsha Sanford | Currently eligible |
| Senior Library Specialist | Leslie Couture | Currently eligible |
| Library Specialist | Lara Elio | 2032 |
| Library Assistant | Isaac Serna | Currently eligible |
| Library Assistant | Greg Fowler | 2026 |
| Library Assistant | Kat LaRowe | 2040 |
| Library Specialist | Bill Smith | Currently eligible |
| Library Assistant | Michelle Williams | Currently eligible |
| Library Assistant | Kat Schroeder | 2034 |
| Library Assistant | Gregg Woodard | 2042 |
| Library Specialist | Randy Simmans | 2024 |
| Library Specialist | May Beth Everett | Currently eligible |
| Library Assistant | Melva Hamilton | Currently eligible |
| Library Assistant | Chris Savercool | Currently eligible |
| Library Assistant | Kobie Clarke | 2035 |
| Library Assistant | Bonny Palmer | 2040 |

Current vs. Future Position Needs

Current strengths of the department include:

- Strong respect and support from Denton community as noted in City community surveys and formal and informal feedback from community members
- Passionate staff
- Recent compensation study adjusting salaries, position leveling, and hiring process
- Leveraging of community partnerships to bring in additional services and expertise

The department will cultivate and preserve the identified strengths by:

- Providing continued outstanding service and engagement with Denton community members
- Involve staff in decision-making processes and special projects to maintain enthusiasm
- Work with City of Denton Human Resources to ensure that compensation rates and benefits continue to retain current employees and attract qualified candidates
- Collaborate with community partners on joint projects and activities to maximize community impact

Vulnerabilities and areas of concern include:

- Loss of institutional knowledge as long-time employees retire or employees leave the organization
- Tight resources, with staffing levels stretched to the point of potential interruptions of services
- System-wide communications and consistent culture across all locations
- Diversity throughout all levels of positions and departmental leadership

The department will address areas of vulnerability by:

- Encouraging employees to document critical processes and insights to record institutional knowledge and regularly review and update existing policies and procedures
- Experienced employees may mentor or train staff members seeking future advancement to model and transfer knowledge
- Advocate for increased resources by gathering data and documenting the impact on services and the community and identify areas for increased efficiency through workflow adjustments, resource allocation, and technology implementation
- Provide opportunities for cross team collaborations, provide regular system-wide communications, and integrate vision and values discussions into team meetings and regular discussions, offer leadership development support and opportunities for all interested staff members
- Collaborate with UNT and TWU Library and Information Departments to support internships and mentorship opportunities with DPL and the universities
- Encourage library and information science program recruitment for students from diverse backgrounds

Department position needs are reevaluated regularly as vacancies occur, new services are added, and the community grows. Appendix A includes the 2023 projected Library position needs. With a new expanded South Branch Library, additional staff are needed for South Branch operations, Technical Services collection development, cataloging, and processing, and Administration technology and departmental administrative operations. In addition, Emily Fowler Central Library and North Branch have ongoing staffing needs. With the addition of a fourth library location, anticipated in 2036, additional positions will be needed for those branch operations as well as the Technical Services operations to support the fourth library location.

Key Positions

Library department position titles are classified A, B, or C based on the position priority and classified as 1, 2, or 3 based on position criticality to department operations. Positions with A or B priority and 1 or 2 criticalities will be noted as leadership or key positions for the purposes of succession planning.

Position Priority-the level of significance assigned to a particular role within the department. Factors influencing priority may include the role's impact on the overall operational strategy, its contribution to key objectives, and the specialized skills and knowledge required for success.

A: Extremely high-interrupts service and/or loss of organizational memory

B: High-creates major coverage issues or slowed service delivery

C: Moderate-creates minor coverage or service issues

Position Criticality-the degree of impact a specific role has on the department's ability to achieve its goals and maintain operational efficiency.

- 1: Critical-new hire must hit the ground running
- 2: Very important—new hire must be fully functional within six months
- 3: Important—new hire must be fully functional within one year

| Position Title Priority and Criticality | | |
|--|-----------------|--------------------|
| Position | Priority | Criticality |
| Director | A | 1 |
| Assistant Director | A | 1 |
| Branch Manager | A | 2 |
| Technical Services Manager | A | 2 |
| Assistant Branch Manager | B | 2 |
| System Ops Admin | A | 1 |
| Circulation Supervisor | B | 2 |
| Administrative Assistant III | A | 2 |
| Archivist | B | 2 |
| Librarian | B | 3 |
| Administrative Assistant III | A | 2 |
| Senior Library Specialist-TS | A | 2 |
| Senior Library Specialist-Special Coll. | C | 3 |
| Library Specialist | C | 3 |
| Library Assistant | C | 3 |

Competencies for Key Positions

Critical Thinking Skills

- Demonstrated sound judgement and decision making
- Clarifies issues and assesses possible problems
- Political awareness and sensitivity
- Knowledge of current issues and relevant culture(s)

Business Writing Skills

- Create clear, concise written documents for internal and external audiences
- Ability to use correct grammar, punctuation, and spelling
- Ability to create drafts, edit, and offer final approval
- Email etiquette

Strategic Orientation Skills

- Understand and integrate department and City goals in daily work
- Project management
- Long range outlook
- Community involvement and focus

Communication Skills

- Speaking skills, including presentation abilities
- Transparency with supervisors and subordinates
- Appropriate body language
- Listening skills

Technology Skills

- Familiarity with office computing technology (MS Office, e-mail, copiers, printers, etc.)
- Confidence with library software systems
- Initiates the learning and use of new technologies to improve workflow

Collaboration/Teamwork

- Build working and strategic relationships with co-workers, partners, stakeholders
- Conflict Management
- Ability to motivate others
- Demonstrates a positive, healthy work culture through daily interactions with others
- Uses feedback

Initiative

- Proactively seeks solutions
- Demonstrated project leader
- Self-starting
- Perseveres and adapts when challenges arise

Professionalism

- Professional appearance and demeanor
- Integrity
- Participates in continuing education training and/or professional organizations
- Takes responsibility for one's actions

Competencies for Leadership Positions

In addition to the above competencies for key positions, leadership competencies include the following.

Leadership Skills

- Advocacy in communicating the value of libraries to diverse stakeholders
- Values diversity and different ideas
- Strategic planning
- Ability to share vision and relate to others

Supervision Skills

- Effective time management and multi-tasking abilities
- Knowledge of legal issues related to labor, workplace, and staff
- Personnel management
- Policy development and defense

Candidate Skill Readiness Assessment

Library staff members indicated interest in advancement and professional goals in a staff survey. Supervisors assessed competency readiness for each staff member who indicated interest in advancement. Each competency was assessed using the skills assessment levels below. Supervisors will ask staff members who indicated interest in advancement to assess their readiness in each competency.

| | | |
|---|--------------|--|
| 0 | Unknown | Competency has yet to be assessed |
| 1 | Awareness | Applies the competency in simple situations; Requires extensive guidance; New or emerging skill; Has developed fundamental knowledge and occasionally demonstrates the competency |
| 2 | Building | Applies the competency in somewhat difficult situations; Requires frequent guidance; Developing level of skill, demonstrating competency with support. |
| 3 | Intermediate | Applies the competency in difficult situations; Requires occasional guidance; Proficient level of skill, demonstrating the competency consistently. |
| 4 | Advanced | Applies the competency in considerably difficult situations; Generally, requires little or no guidance; Authority level of skill; A trusted example of competency who proactively assists others. |
| 5 | Expert | Applies the competency in exceptionally difficult situations; Serves as a key resource and advises others; Strategist level of skill; Recognized expert of the competency who inspires and coaches others. |

Professional Development

Supervisors will work with staff members to identify goals to advance readiness in those competencies identified as opportunities for professional development and further prepare an individual for a strong job candidacy when an advancement opportunity arises. Performance goals such as training, skill development, professional networking, job shadowing, professional reading, project management, leadership responsibilities, cross-training and mentoring or coaching will be discussed and assigned to support the professional growth of library employees.

Managing Transition

Change is inevitable and strong organizations plan for leadership and key position changes. Whether an employee is retiring or moving on to their next position in another organization, it is important to begin the search process as early as possible as part of the offboarding, position search, and onboarding process. Those leadership and key positions noted with an A or B priority and a 1 or 2 criticality should follow the succession process below:

1. For the employee-upon announcing intent to resign:
 - a. The employee should begin reviewing and updating documentation relating to procedures unique to their position.
 - i. Important documentation to leave for the new hire/interim:
 1. Summary of tasks and due dates
 2. Any usernames and passwords for position related services, groups, software (the new employee or interim will change passwords on the employee's last day)
 3. Budget information-if possible, with notes about how funds were intended to be used or budgeting decisions to provide background for new employee
 4. Instructions for how to carry out important tasks
 5. Calendar of important dates related to the position
 6. Important contacts-if possible, notify contacts of departure date and introduce them to interim or new employee
 7. If a supervisor: personnel files and documentation
 8. Meet with supervisor and interim/new employee to transfer knowledge, and share insights and best practices
 - b. If the employee has historical documentation that might be suitable for the Municipal Archive, they should contact the Municipal Archivist to determine whether any materials should be provided.
2. For the supervisor-upon learning of the employee's intent to resign:
 - a. The supervisor will follow City procedures regarding offboarding
 - b. Meet with employee and interim/new employee to transfer knowledge, and share insights and best practices
 - c. The supervisor will begin analysis of the position needs-including gaps or necessary skills/qualifications, update the job description, develop a hiring plan and timeline
 - d. For A priority or 1 criticality positions, determine if a position overlap or interim is needed and begin process to request permission for double fill or interim
 - e. Send announcement of resignation date to staff and plan a farewell party
 - f. Review City and department onboarding plans and develop onboarding and orientation plan for new hire
3. Position search, hiring, and onboarding:
 - a. The supervisor will follow City procedures regarding the hiring and interview process
 - b. The supervisor will conduct onboarding and orientation, creating 90-day plan with regular check-ins

By incorporating these additional steps and details into the transition process, the library can better manage leadership and key position changes, minimize disruption, and foster continuity and stability within the organization.

Conclusion

This document provides a practical roadmap for identifying future leaders, assessing our staff's skills, and navigating transitions effectively.

By proactively assessing skill readiness, offering growth opportunities, and carefully managing transitions, we can mitigate risks associated with staff turnover and ensure a successful transfer of knowledge and responsibilities. The overview of current staffing has underscored crucial areas such as retirement eligibility and the need for diversity within our team.

Looking ahead, it is vital to continuously refine our approach to meet evolving needs. By fostering a culture of improvement and investing in the professional development of staff members, we will be well-equipped to meet the evolving needs of the Denton community and uphold the high standards of service excellence that define Denton Public Library. This will be especially relevant with the expansion of the library system as it serves a growing population.

With the actionable plan outlined here and a steadfast commitment to Denton Public Library's mission and core values, we can navigate transitions, nurture a skilled workforce, and ensure the continued success and impact of Denton Public Library for years to come.

Projected Library Position Needs

December 2023

| | Current FTEs | | | | | New SB (2028) FTEs | | | | | 4th Location (2036) FTEs | | | | | | |
|---|--------------|-----|--------|-------|-------|--------------------|----|--------|-------|-------|--------------------------|----|--------|-------|-------|------|--|
| Position | Admin | TS | Fowler | North | South | Admin | TS | Fowler | North | South | Admin | TS | Fowler | North | South | C-H | |
| Director | 1 | | | | | 1 | | | | | 1 | | | | | | |
| Assistant Director | | | | | | 1 | | | | | 1 | | | | | | |
| Branch Manager | | | 1 | 1 | 1 | | | 1 | 1 | 1 | | | 1 | 1 | 1 | 1 | |
| TS Manager | | 1 | | | | | 1 | | | | | 1 | | | | | |
| Assistant Branch Manager | | | 1 | 1 | 1 | | | 1 | 1 | 1 | | | 1 | 1 | 1 | 1 | |
| Head of Special Collections | | | | | | | | 1 | | | | | 1 | | | | |
| System Ops Admin | 1 | | | | | 1 | | | | | 1 | | | | | | |
| Archivist | | | 1 | | | | | 1 | | | | | 1 | | | | |
| Circulation Supervisor | | | 1 | 1 | 1 | | | 1 | 1 | 1 | | | 1 | 1 | 1 | 1 | |
| Librarian-Adult | | | 1 | 1 | 1 | | | 1 | 1 | 1 | | | 1 | 1 | 1 | 1 | |
| Librarian-Cataloging | | 1 | | | | | 2 | | | | | 2 | | | | | |
| Librarian-Collection Development | | 1 | | | | | 1 | | | | | 2 | | | | | |
| Librarian-Outreach | 1 | | | | | 1 | | | | | 1 | | | | | | |
| Librarian-Special Collections | | | 1 | | | | | 1 | | | | | 1 | | | | |
| Librarian-Teen | | | | 1 | 1 | | | | 1 | 1 | | | | 1 | 1 | 1 | |
| Librarian-Youth | | | 1 | 1 | 1 | | | 1 | 1 | 2 | | | 1 | 1 | 2 | 2 | |
| Librarian Part-Time | | | 0.5 | 0.5 | 0.5 | | | 0.5 | 0.5 | 0.5 | | | 0.5 | 0.5 | 0.5 | 0.5 | |
| Admin Assistant | 1 | | | | | 1 | | | | | 1 | | | | | | |
| Sr. Library Specialist-Acquisitions | | 1 | | | | | 1 | | | | | 1 | | | | | |
| Sr. Library Specialist-Local History | | | 1 | | | | | 1 | | | | | 1 | | | | |
| Sr. Library Specialist-Technology | | | | | | 1 | | | | | 1 | | | | | | |
| Sr. Library Specialist Part-Time Technology | 0.5 | | | | | 0 | | | | | 0.5 | | | | | | |
| Library Specialist-Adult/Makerspace | | | | 1 | | | | | 2 | 2 | | | | 2 | 2 | 2 | |
| Library Specialist-ILL | | 1 | | | | | 1 | | | | | 1 | | | | | |
| Library Specialist-Outreach | | | | | | | | | | | 1 | | | | | | |
| Library Specialist-TS | | 1 | | | | | 2 | | | | | 2 | | | | | |
| Library Specialist-Youth/Teen | | | 1 | 1 | 1 | | | 1 | 1 | 1 | | | 1 | 1 | 1 | 1 | |
| Library Specialist Part-Time Outreach | | | | | | 0.5 | | | | | 0 | | | | | | |
| Library Specialist Part-Time Reference | | | | 0.5 | 0.5 | | | 0.5 | 0.5 | 0.5 | | | 0.5 | 0.5 | 0.5 | 0.5 | |
| Library Specialist Part-Time TS | | 0.5 | | | | | 0 | | | | | 1 | | | | | |
| Library Assistant | | | 3 | 4 | 3 | | | 3 | 4 | 5 | | | 3 | 4 | 5 | 5 | |
| Library Assistant Part-Time | | | 1 | 2 | 1 | | | 1 | 2 | 1.5 | | | 1 | 2 | 1.5 | 1.5 | |
| Marketing position? | | | | | | 1 | | | | | 1 | | | | | | |
| TOTALS | 4.5 | 6.5 | 13.5 | 15 | 12 | 7.5 | 8 | 15 | 16 | 17.5 | 8.5 | 10 | 15 | 16 | 17.5 | 17.5 | |
| | 51.5 | | | | | 64 | | | | | 84.5 | | | | | | |
| Seasonal Page | | | 0.12 | 0.12 | 0.12 | | | 0.12 | 0.12 | 0.18 | | | 0.12 | 0.12 | 0.18 | 0.18 | |
| Seasonal Intern | | | | | | | | 0.18 | 0.18 | 0.18 | | | 0.18 | 0.18 | 0.18 | 0.18 | |