

**VIII. OLD BUSINESS**

**A. Draft Management Team Succession Plan - Discussion**

---

This draft document reflects my current recommendation for filling the State Librarian position and my current plan for filling vacancies that may occur in the other Management Team positions. At this time, three of the four members of the Management Team are above the minimum retirement age; none have announced retirement dates.

**STATE LIBRARIAN HIRING PROCESS**

33-2504. STATE LIBRARIAN APPOINTED BY BOARD OF LIBRARY COMMISSIONERS -- QUALIFICATIONS -- POWERS. The board of library commissioners shall employ a qualified state librarian to serve as its chief executive officer. The state librarian shall be a graduate of an accredited library school.

The recruitment and selection process is at the discretion of the Board and has varied:

- In 1980, the Board recruited nationally and formed an interview committee that included a Board member, a staff member, and several Idaho librarians to make a recommendation on the preferred candidate.
- In 2005, the Board acted on the recommendation of the outgoing state librarian and filled the position through an internal promotion.

At this time, my recommendation to the Board is to use a process similar to that in 1980 to fill the State Librarian position: recruit nationally and form a representative committee of Idaho librarians to assist the Board in the interview process and make a recommendation on the preferred candidate.

**MANAGEMENT TEAM**

In the mid-1980s, the State Librarian created a Management Team with the three highest level positions to manage the agency through collaborative decision-making and problem solving. Since 2005, the State Librarian's Management Team has consisted of the Associate State Librarian, Program Supervisor, and Administrative Services Manager. A collaborative culture supported with open communication and continuous improvement has been nurtured throughout the agency, and is reflected in the agency values: library ideals, customer service, collaboration, relationships, and being a learning organization.

The State Librarian is responsible for the hiring and evaluation of the three Management Team members.

## **ASSOCIATE STATE LIBRARIAN**

My current plan is to recruit nationally for the position when the incumbent's retirement date is announced.

This position supervises all program staff. ROJD is attached. The program staff members each develop an annual work plan that support the agency strategic plan. Those with recurring responsibilities (E-rate Coordinator, State Data Coordinator, LiLI manager, etc) are documenting relevant processes and reviewing them annually.

## **PROGRAM SUPERVISOR**

When the incumbent's retirement date is announced, I plan to evaluate the position in light of any other recent or upcoming vacancies. Once the best class is determined, I'll call for a state register.

This position supervises all support staff, Volunteer Coordinator, Public Information Specialist, Office Services Supervisor 2, Web Developer, and Web Design Specialist. ROJD is attached. The staff in this work unit have or are documenting their processes and procedures and reviewing them annually. These documents will provide a great deal of information and guidance for a new Program Supervisor.

## **ADMINISTRATIVE SERVICES MANAGER**

If the Administrative Services Manager position were to become vacant, my plan is to call for a state register for the position.

This position is the primary agency contact with DFM, LSO, and SCO, and supervises staff responsible for IT, fiscal, human resources, purchasing, and facilities. ROJD is attached. The staff in this work unit have or are documenting their processes, and the incumbent has developed a handbook of agency-wide fiscal processes and procedures that is reviewed annually. These documents will provide a great deal of information and guidance to a new AS Manager.

## **STATE LIBRARIAN ORIENTATION RESOURCES**

Following are resources that will be helpful in orienting a new State Librarian to Idaho state government process and Commission plans, processes, policies, and culture.

- Current job description and State Librarian annual goals approved by the Board.

(Idaho Code does not address evaluation of the State Librarian. Several years ago the Governor began requiring an annual performance review of all agency heads including those who report to a board or commission. The evaluation process is at the discretion of the Board.)

- Idaho Code Title 33 Chapter 25 and IDAPA rules
- ICfL Board manual
- Organizational chart
- Management team description & member ROJDs  
(The Board that hired me in 2005 expressed an interest/preference for continuation of the management team as it had been functioning. The Board responsible for hiring the next state librarian may or may not express a preferred approach to management.)
- Mission, agency strategic plan, agency profile, & performance measures
- Annual timeline w/ key dates for state budget, strategic plan & performance report, LSTA plan & report, PL statistics, et al
- Budget development & monitoring processes, Fiscal Handbook
- Management controls process
- Agency orientation process, Employee Manual
- Roles of Governor's Office, DFM, DHR, LSO, Attorney General's Office, Controller's Office & Building Services
- LSTA statute, state plan, & annual report; state match and maintenance of effort
- Public records & records retention process
- List of programs & services w/ lead staff member for each
- Board meeting agendas for the past year
- Agency position papers
- COSLA & Western Council of State Libraries resources, staff communities of practice (E-rate coordinators, Collaborative Summer Library Programs, library development directors, data coordinators, LSTA coordinators, CE coordinators, E-library managers)
- Idaho public library laws
- Ex officio member of the ILA Board