

Charlevoix Public Library

Emergency Backup Staffing Plan: Management Staff September 2018

Guideline in the Event of an Unplanned Absence

1. Rationale

The Management Staff positions at the Charlevoix Public Library are a central element in the organization's success. Therefore, ensuring that the functions of the Management Team are well-understood and shared amongst the team members is important to ensure organizational stability and leadership continuity in the event of unplanned and unexpected change. This kind of risk management is equally helpful in facilitating a smooth leadership transition even when it is predictable and planned.

The purpose of this plan is to ensure the continuous coverage of duties critical to the ongoing successful operations of the Charlevoix Public Library. While the Director acknowledges that such an absence is highly improbable and certainly undesirable, she believes that due diligence in exercising executive-level management functions requires that it have an emergency backup staffing plan in place. It is expected that this plan will ensure continuity in the administration of the organization's day-to-day programs and operations.

2. Priority functions of the Management Staff at the Charlevoix Public Library

The Management Team is made up of the following key personnel: Adult Services Supervisor, Circulation Supervisor, Librarian – Meeting Rooms, Youth Services Supervisor, and Facilities Manager.

The job descriptions for each position are attached. Of the duties listed in the job description, the key functions and staffing plan for each team member are also attached.

The positions assigned in this staffing strategy are based on the Charlevoix Public Library organizational structure as of September 2018. It is the responsibility of each team member to ensure the key functions have appropriate cross-training to successfully implement the temporary staffing strategy.

3. Business as Usual

This emergency backup staffing plan and the staffing structure at the Charlevoix Public Library are intended to minimize disruption in quality service and maintain business as usual to the extent possible. Business as usual includes maintenance of the following:

- A. Delivery of all library services
- B. Facilities and information technology maintenance and upkeep

4. **Emergency Backup Staffing Plan Implementation**

The Director will implement this plan in the event of a planned or unplanned temporary, short-term absence of a team member. As soon as feasible, following notification of an unplanned temporary or short-term absence, the Director may convene a Management Staff meeting to affirm the procedures prescribed in this plan, or to modify them if needed.

While this timeline may vary based on circumstances, the suggested steps for implementation are:

- Director informs Board President immediately of unplanned absence.
- Director calls a management staff meeting

5. **Definitions**

- ▢ A temporary absence is one in which it is expected that the staff member will return to his/her 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.
- ▢ A short-term absence is three months or less.
- ▢ A long-term absence is one that is expected to last more than 3 months.
- ▢ A permanent absence is one in which it is firmly determined that the staff member will not be returning to the position.

6. **Emergency Backup plan in event of a temporary, unplanned absence (SHORT-TERM)**

A. Cross-training plan

The Management Staff, along with the Director, will develop a plan for training of all backup personnel in the key functions of each position. The training plan will be attached to this document upon completion.

B. Compensation

The Director may consider a salary adjustment for any key personnel, depending on their increase in job duties.

7. **Emergency Backup plan in event of a temporary, unplanned absence (LONG-TERM)**

The procedures and conditions to be followed will be the same as for a short-term absence with one addition: The Director will give immediate consideration, in consultation with the management team, to temporarily back-fill the position left vacant by the employee. This is in recognition of the fact that, for a term of more than three months, it may not be reasonable to expect the employee(s) to carry the duties of more than one position.

8. **Emergency Backup plan in event of a PERMANENT unplanned absence**

The procedures and conditions will be the same as for a long-term temporary absence with one addition: The Director will immediately begin the search process to fill the vacant position. In the case of a Director absence, the board will immediately begin the search process to fill the vacant position.

9. Approvals and maintenance of record

A. Emergency Backup plan approval

This emergency backup plan will be reviewed by the entire management staff and director. It will be reviewed annually to make any needed changes.

B. Signatories

This plan will be signed by the Director, each member of the Management Staff, and all back-up employees.

C. Maintenance of record

Copies of this plan will be maintained by the Director and members of the Management Staff.

Reviewed by the Charlevoix Public Library Management Team: (Date)

Linda Adams, Library Director

Rebecca Parker, Circulation Supervisor

Leanne Milliman, Adult Services Supervisor

Jennifer Fruk, Youth Services Supervisor

Brian Wagner, Facilities Manager

Davonne Rogers, Librarian

**Emergency Backup Staffing Plan Detail:
Adult Services Supervisor**

Name: Leanne Milliman

Short-Term Staffing of Key Functions

Key functions	Short term staffing strategies
1. Reference Desk	Adult Staff / Linda/Subs
2. Program Planning & implementation	Davonne and Linda
3. Computer classes	Sara
4. Collection Development: A/V & audio eBooks	Beth
5. Collection Development: Non-Fiction	Beth
6. Website and FB updates	Linda
7. Marketing/programs	Linda
8. Adult Dept. Admin.	Beth

Cross-Training Plan

Training area	Staff to be Cross-Trained	Timeline
Program Planning & implementation	Davonne & Linda	
In-house Marketing	Linda	Done
Dept Admin	Beth	

Underlying Assumptions to remain “Business As Usual”

1. Program planning and implantation is ongoing
2. Collection Development-Non-fic and AV

Critical Relationships?

Critical relationships that must be maintained	Person accountable for maintaining the relationship	Contact information
Program contacts for next 6 months	Davonne & Linda	

**Emergency Backup Staffing Plan Detail:
Circulation Supervisor**

Name: Rebecca Parker

Short-Term Staffing of Key Functions

Key functions	Short term staffing strategies
1. Periodical Order (spring)	Amy
2. Coordinate newsletter	Amy
3. Circulation Dept Admin: schedule, mtgs, etc...	Amy
4. Workflows updates with Mary Sue	Amy
5. Follow up/oversee reports, delinquent patrons, patron acct issues	Amy
6. MEL Issues/Rides	Amy
7. Deposits	Davonne
8. Monthly Stats	Davonne

Cross-Training Plan

Training area	Staff to be Cross-Trained	Timeline
Revista magazines	Amy	
Newsletter (emails.dates)	Amy	
Deposits	Davonne	
Reports	Amy	
MEL issues	Amy	
Monthly state (fulfill, new users)	Davonne	

**Emergency Backup Staffing Plan Detail:
Youth Services Supervisor**

Name: Jennifer Fruk

Short-Term Staffing of Key Functions

Key functions	Short term staffing strategies
1. Collection Development: J Books	Laura or Linda
2. Collection Development: J A/V	Laura
3. Youth Department Admin: schedule, mtgs, etc...	Leanne
4. Program planning and implementation	Laura and Nicole
5. Website updates	Leanne or Linda
6. Youth Reference Desk	Dept. staff, Davonne, Susan, Subs

Cross-Training Plan

Training area	Staff to be Cross-Trained	Timeline
Administrative	Leanne	
Program Planning	Laura and Nicole	
Collection Development: J A/V	Laura	
Collection Development: J Books	Laura or Linda	

Critical Relationships?

Critical relationships that must be maintained	Person accountable for maintaining the relationship	Contact information
Great Start Coalition	Laura	Need phone #
Elementary principal	Linda	231.547.3200

**Emergency Backup Staffing Plan Detail:
Librarian – Meeting Rooms**

Name: **Davonne Rogers**

Short-Term Staffing of Key Functions

Key functions	Short term staffing strategies
1. Room Reservation Maintenance	Rebecca
2. Meeting Room set-up/liaison	Brian/Amy
3. Kiosk	Rebecca/Amy
4. Library Groups	Leanne
5. Volunteer Coordination	Rebecca
6. Obits	Amy

Cross-Training Plan

Training area	Staff to be Cross-Trained	Timeline
Room reservation maintenance	Rebecca	
Volunteer Procedures	Rebecca	
Regular Groups	Leanne	

Critical Relationships?

Critical relationships that must be maintained	Person accountable for maintaining the relationship	Contact information
Regular Groups Meeting Here	Rebecca/Leanne	In Davonne’s email and room res files

**Emergency Backup Staffing Plan Detail:
Facilities Manager**

Name: Brian Wagner

Short-Term Staffing of Key Functions:

Key functions	Short term staffing strategies
1. Building Maintenance	Linda (board help as needed)
2. Liaison with Contractors	Linda (board help as needed)
3. Supply orders	Davonne
4. CRAB Assistance	Amy
5. Lab monitor	Davonne

Cross-Training Plan :

Training area	Staff to be Cross-Trained	Timeline
Temperature Control	Stan	
Lighting Control	Stan	

Critical Relationships:

Critical relationships that must be maintained	Person accountable for maintaining the relationship	Contact information
Electrician – Atlas Electric	Linda	John Richards 231.675.5174
Plumber – McGregors	Linda	Brandon Beckman 231.547.9634
Supplies – Active Industrial Supply	Davonne	Spence Bryan 231.33.1356/ 547.3199
HVAC/boilers/humidifiers - John E Green	Linda	Tim Coen 231.286.5616 / 231.348.2875
HVAC Program – Temperature Control	Linda	Pat Law 231.922.1862
Grounds – Site Planning	Linda	Jamie Monteith 231.330.3550
Gardens – Habitat Landscape	Linda	David Spiecer 231.622.2688
Housekeeping – Mama T’s	Linda	Brenda Toton 231.649.5354
Roofing – Bloxsom Roofing	Linda	Craig Bloxsom 231.463.3868
Flooring – Bartlett’s	Linda	Bruce Bartlett 231.547.2884
Lighting Control – Crites Tidey	Linda	John Rohl 231.233.5962

Millwork/Carpentry – Havens Const.	Linda	Chris Havens 231.437.0901
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Attachment 2

**Emergency Backup Staffing Plan Detail:
Technology Assistant**

Name: North Country IT (Contracted)

Short-Term Staffing of Key Functions

Key functions	Short term staffing strategies
1. Patron Assistance	Ref Desk
2. Software & hardware maintenance	Sean
3. Software & hardware troubleshooting	Sean
4. Maintenance of server	Sean
5. Liaison to North Country IT	Linda
7. Technology Plan Coordinator	Linda
8. Web Page maintenance	Leanne\Linda\Jennifer
9. Gaslight Media account	Linda

Cross-Training Plan

Training area	Staff to be Cross-Trained	Timeline
Patron Assistance	Ref Desk	Done\Ongoing

Underlying Assumptions to remain “Business As Usual”

1. Staff will be able to perform their duties with existing software configurations
2. Patrons have access to necessary resources without having to complete any major revisions on patron computers

Critical Relationships:

Critical relationships that must be maintained	Person accountable for maintaining the relationship	Contact information
North Country IT Sean Pethers Jess Goodwin	Linda	Sean -231.373.4670 Jess – 231.373.4669 Email--- spethers@poweritllc.com
EnvisionWare Account through TLN Angie Michelini amichelin@tln.lib.mi.us	Linda	Toll Free – 1-800-216-8370 Main – 1-678.382.6500 Support – 1-678.382.6600 Angie 248.716.5583

		Office 248.536.31..0x144
Gaslight Media	Linda	Jodie Bissonette 231.487.0672 Jodie@gaslightmedia.com
Merit	Sean	989.419.6577 rmcswain@merit.edu Tech support: 734.763.3448 msc@merit.edu

**Emergency Backup Staffing Plan Detail:
Other Key Functions**

Name: Judith Ivan and Julie Burgess

Short-Term Staffing of Key Functions

Key functions	Short term staffing strategies
1. Donor Database and acknowledgments (Leanne)	Linda
2. Payroll (Stan)	Linda
3. Bookkeeping (Stan)	Linda/ Mason and Kammerand
4. Collection development - fiction (Beth)	Linda or Leanne
5.	
6.	
7.	
8.	
9.	

Cross-Training Plan

Training area	Staff to be Cross-Trained	Timeline
Payroll/bookkeeping	Linda	Done
Donor Database	Linda/Sara	Done

Charlevoix Public Library

Library Director EMERGENCY BACKUP SUCCESSION PLAN

Guideline for the Appointment of an Acting Library Director in the Event of an Unplanned Absence of the Incumbent

1. Rationale

The Library Director position is a central element in the organization's success. Therefore, ensuring that the functions of the Library Director are well-understood and shared among the management team and Board of Trustees (Board) is important to ensure organizational stability and leadership continuity in the event of unplanned and unexpected change. This kind of risk management is equally helpful in facilitating a smooth leadership transition even when it is predictable and planned.

The purpose of this plan is to ensure the continuous coverage of duties critical to the ongoing successful operations of the Charlevoix Public Library. The Board is adopting policies and procedures for the temporary appointment of an Acting Library Director in the event of an *unplanned and extended absence* of the Library Director. The Board President, with approval of the Board, may determine the appropriate time to initiate the implementation of this plan.

While the Board acknowledges that such an absence is highly improbable and certainly undesirable, they believe that due diligence requires that it have an emergency backup succession plan in place. It is expected that this plan will ensure continuity in the administration of the organization's day-to-day programs and operations, management of external relationships and supervision of staff and finances.

2. Priority functions of the Library Director position at the Charlevoix Public Library

The Library Director job description is attached (*see Attachment 1: Director Job Description*). The Library Director task list breaks down the job description into important and critical tasks. Functions to be covered by an Acting Library Director are attached (*See Attachment 2: Emergency Backup Succession Plan Detail: Library Director*).

The positions assigned in the Temporary Staffing Strategy are based on the Charlevoix Public Library organizational structure as of September 2018. In the event this plan is implemented and those assigned are no longer available or positions are vacant, the Board President, with approval from the Board, may select other senior staff to support each of the key Library Director functions. It is the responsibility of the Library Director to ensure that positions have appropriate cross-training to successfully implement the temporary staffing strategy.

3. Business as Usual

This emergency backup succession plan and the staffing structure at Charlevoix Public Library are intended to minimize disruption in quality service and maintain business as usual to the extent possible. In the absence of the Library Director, unless otherwise determined by the Board, business as usual includes maintenance of the following (*See Attachment 3*):

- A. Continuing all services, including technology, at standard levels;
- B. Promoting services at standard levels;
- C. Payables, receivables, and payroll remaining up to date;
- D. Library Board and Friends meeting in their regularly scheduled timeframe
- E. Facility maintenance program remaining on schedule.

4. **Emergency Backup Succession Plan Implementation**

The Board authorizes the Board President to implement the terms of this emergency backup succession plan in the event of a planned or unplanned temporary, short-term absence of the Library Director. The Vice President of the Board is authorized to implement this plan in the event that the Board President is unavailable or cannot be reached. Phone calls and conference calls are an acceptable substitute for any meetings designated in this plan.

As soon as feasible, following notification of an unplanned temporary or short-term absence, the Board President may convene an Executive Committee meeting to affirm the procedures prescribed in this plan, or to modify them if needed.

This timeline may vary based on circumstances. Suggested steps for implementation are:

- ☐ Library Director, or representative, informs the Board President or key staff member of absence. Key Staff member would then notify the Board President.
- ☐ President notifies the rest of the Board and calls an immediate special meeting.
- ☐ The Board President, with approval from the Board, appoints the Acting Library Director.
- ☐ The Board President (and potentially other officers) consults with the Acting Library Director on the circumstances of the absence, organizational situation and related factors.
- ☐ After Board President and Acting Library Director consult, stakeholders will be notified following the communications plan outlined below.

5. **Definitions**

- ☐ A temporary absence is one in which it is expected that the Library Director will return to his/her 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.
- ☐ A short-term absence is three months or less.
- ☐ A long-term absence is one that is expected to last more than 3 months.
- ☐ A permanent absence is one in which it is firmly determined that the incumbent Library Director will not be returning to the position.

6. **Emergency Backup plan in event of a temporary, unplanned absence (SHORT-TERM)**

A. Who may appoint the Acting Library Director?

1. In the event of an unplanned absence of the Library Director, a member of the management team shall immediately inform the Board President of the absence.
2. As soon as is feasible, the Board President may convene a meeting of the Library Management Team to affirm the procedures prescribed in this plan or to make modifications the Board President and team deems appropriate.

B. Standing appointee to the position of Acting Library Director

The Board President may designate Leanne Milliman, Adult Services Librarian, to the position of Acting Library Director. Her position description will specify that she may serve as Acting Library Director in the absence of the Library Director unless otherwise decided by the Board President. She will have an emergency backup succession plan with designated appointees if she becomes Acting Library Director or if she is otherwise unable to serve her own functions as Acting Library Director.

C. First backup for the position of Library Director

The Board President may also consider splitting duties among designated appointees based on the primary functions to be carried out. (See *Emergency Backup Detail* for complete listing.)

Rebecca Parker, Circulation Supervisor, may serve as first backup for the position of Acting Library Director. She may serve should Leanne Milliman, Adult Services Librarian, be unable or unwilling to serve as Acting Library Director or otherwise decided by the Board President. They both will have an emergency backup plan with designated appointees.

D. Cross-training plan for appointees

The Library Director will develop a plan for training the potential appointees in the priority functions of the Library Director which are listed in section 2 above. The Library Director will have the responsibility of handling the logistics of the plan's implementation.

E. Authority and restrictions of the appointee

The person appointed as Acting Library Director may have the same authority for day-to-day decision making and independent action as the Library Director except as further defined by the Board President. Decisions that will be made in consultation with the Board President or other appropriate committee include senior management staff hiring and terminations, financial issues, taking on a new project, and taking public policy positions on behalf of the organization.

F. Compensation

The Board President, in consultation with the other trustees, may consider a salary adjustment for the Acting Library Director.

G. Board President responsibility for oversight and support to the Acting Library Director

As with the Library Director, the Board President and Board of Trustees will have the responsibility for monitoring the work of the Acting Library Director. The Acting Library Director will provide regular updates and meet with the Board President as President may determine. The Board President will also be alert to the special support needs of the Acting Library Director serving in this temporary leadership role and act to address them.

H. Communications plan

Within eight (8) hours after an Acting Library Director is appointed, the Board President and the Acting Library Director will meet to implement an external communications plan to announce the organization's temporary leadership structure, including the kind of information that will be shared and with whom (e.g. major donors, civic leaders, government officials) (*see Attachment 2*).

Within 24 hours after an Acting Library Director is appointed, the Board President and Acting Library Director will implement the communications plan to announce the organization's temporary leadership structure to the management team, the Board and the Advisory Boards.

Notifications will take place in sequence on the following timetable:

- Within 24 hours, the Board President will notify the Management Team.
- Within 24 hours, the Acting Library Director will notify the staff.
- Within seven days, the Acting Library Director will notify patrons via the electronic newsletter.
- Within seven days, the Acting Library Director will submit a press release to the Petoskey News Review and the Charlevoix Courier.
- Within seven days, the Board President will notify the closest donors and foundations.
- Within seven to fourteen days, the Acting Library Director will notify the local and state governmental funding agencies, and other appropriate officials.

Updated Key Contact information will be maintained in the organization's database for easy access on an ongoing basis by a member designated by the Library Director.

(For a full overview of the communications plan, see *Attachment 2: Emergency Backup Succession Plan Detail: Library Director*.)

7. **Emergency Backup plan in event of a temporary, unplanned absence (LONG-TERM)**

The procedures and conditions to be followed will be the same as for a short-term absence with one addition: The Board President will give immediate consideration, in consultation with the executive management team, to temporarily back-filling the position left vacant by the Acting 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 Acting Library Director to carry the duties of both positions. The position description of a temporary appointment would focus on covering the priority areas in which the Acting Library Director needs assistance.

8. Emergency Backup plan in event of a PERMANENT unplanned absence

The procedures and conditions will be the same as for a long-term temporary absence with one addition: The Board will act as the Transition and Search in accordance with the terms of Charlevoix Public Library Succession Policy and follow the procedures set forth in the Plan.

9. Backup plan in the event of a PERMANENT absence/resignation

(See attachment 3)

10. Approvals and maintenance of record

- Emergency Backup plan approval

This emergency backup plan will be approved by the Board and reviewed annually at a formal Board meeting to make any needed changes in the standing appointees or backups. The Board President may review and amend the plan at other times if a standing appointee or backup is no longer available to serve in an Acting Library Director capacity. The Board President may reevaluate the plan when new designees are appointed.

- Signatories

This plan will be signed by the Board President, the Library Director, the standing appointee and the backup appointee designated in this plan.

- Maintenance of record

Copies of this plan will be maintained by the Board President, the Library Director, the standing appointee and the backup appointee designated in this plan.

Approved by the Charlevoix Public Library Board of Trustees on _____.

I acknowledge that I have reviewed and understand this plan:

John Dixon, Board President

Linda Adams, Library Director

Leanne Milliman, Adult Services Librarian

Rebecca Parker, Circulation Supervisor

Charlevoix Public Library

Job Description

Title: Library Director

Salary range:

Reports to: Library Board of Trustees

Directly Supervises: Management Team; Technology Staff; Maintenance Staff

Date Last Reviewed: 09/2018

Mission Statement

The Charlevoix Public Library connects the community to resources that educate, enrich and empower.

Purpose/Scope of Position

The Library Director serves as the leader of the organization and its primary public representative, reporting to the board of trustees. The director works in partnership with the board to ensure that the organization fulfills its mission and to create strategies that ensure its future success. The director is accountable for the programmatic and fiscal integrity of the organization in keeping with the philosophy set by the board of trustees. The library director works with considerable freedom of action, subject to board policies and directives, but is expected to demonstrate resourcefulness, initiative, creativity and mature judgment in the performance of duties.

Essential Qualifications

The director must demonstrate leadership, organizational and administrative skills including leading and directing professionals, working collaboratively with budget planning and control, staff development, fundraising, board development and public relations. The director must demonstrate the following:

- ☐ Librarian's Permanent Professional Certificate from Library of Michigan (or qualify for)
- ☐ Minimum of five years' experience as a librarian in an increasingly responsible supervisory and /or administrative position.
- ☐ Substantial experience in public services
- ☐ Ability to communicate effectively verbally and in writing with staff and with trustees

Principle Responsibilities

Planning

- ☐ Collaborates with the board to define and articulate the organization's vision and to develop strategies for achieving that vision
- ☐ Creates annual operating plans that support strategic direction set by the board and correlate with annual operating budgets; submits annual plans to the board for approval
- ☐ Develops and monitors strategies for ensuring the long-term financial viability of the library
- ☐ Develops future leadership within the organization
- ☐ Works with maintenance staff to maintain the facility to the highest quality

Management

- ☐ Oversees the operations of the library and manages its compliance with legal requirements
- ☐ Creates and maintains procedures for implementing board approved plans
- ☐ Promotes a culture that reflects the organization's values, encourages good performance, and rewards productivity
- ☐ Hires, manages, and fires the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations
- ☐ Ensures that staff and board have sufficient and up-to-date information

- ▣ Evaluates the organization's and the staff's performance on a regular basis

Financial Stewardship

- ▣ Oversees staff in developing annual budgets that support operating plans and submits budgets for board approval
- ▣ Prudently manages the organization's resources within budget guidelines
- ▣ Ensures that staff practices all appropriate accounting procedures in compliance with Generally Accepted Accounting Principles (GAAP)
- ▣ Provides all information needed for annual audit
- ▣ Provides prompt, thorough, and accurate information to keep the board appropriately informed of the organization's financial position
- ▣ Develops funding strategies with the board and supports the board in fund raising activities
- ▣ Serves as a primary person in donor relationships and the person to make one-on-one fund raising solicitations
- ▣ Oversees staff in the timely submission grant applications and progress reports for funders

Community Relationships

- ▣ Serves as the primary spokesperson and representative for the organization
- ▣ Assures that the organization and its mission, programs, and services are consistently presented in a strong, positive image to relevant stakeholders
- ▣ Actively advocates for the organization, its beliefs, and its programmatic efforts
- ▣ Acts as a liaison between the organization and the community, building relationships with peer organizations when appropriate
- ▣ Organizes and implements marketing plan and all public relations, including submitting all press related materials

Programmatic Effectiveness

- ▣ Oversees design, delivery, and quality of programs and services
- ▣ Stays abreast of current trends related to the organization's products and services and anticipates future trends likely to have an impact on its work
- ▣ Collects and analyzes evaluation information that measures the success of the organization's program efforts; refines or changes programs in response to that information

Board Support and Leadership

- ▣ Supports operations and administration of the board by advising and informing board members and interfacing between board and staff
- ▣ Advises the board in the development of policies and planning recommendations
- ▣ Assists in the selection and evaluation of board members and board leadership
- ▣ Makes recommendations and supports the board during orientation and self-evaluation
- ▣ Supports and participates in the board's evaluation of the director
- ▣ Informs trustees of workshops, conferences and professional meetings

Emergency Backup Succession Plan Detail

Name: Linda Adams, Library Director
Standing Appointee: Talia Hofacker, Adult Services Librarian
First Backup: Rebecca Parker, Circulation Supervisor

Short-Term Staffing of Key Functions:

Key functions	Short term staffing strategies (up to 3 months)
1. Administrative: Plan reviews	Board President
2. Building maintenance reviews	Brian
3. Board Meeting and support	Rebecca
4. Financial: Audit	Leanne (Stan supports)
5. Financial: Budget	Leanne (Board treasurer supports)
6. Budget Hearing Notice	Leanne
7. Financial: eRate filings with Northland Cooperative (internet service)	Leanne
8. Financial: L-4029	Board President
9. State Aid Report	Davonne
10. Submit legal/financial documents	Leanne (Stan supports)
11. Friends Meetings	Davonne
12. Donor database	Leanne
13. Thank you letters and other correspondence	Leanne
14. eList messages	Amy
15. Press Releases and social media	Jennifer – Youth; Leanne or Beth – Adult
16. Payroll	Stan
17. ICMA Submittals	Stan
18. Staff Communications	Rebecca
19. PAC2 and NLC Meetings	Rebecca
20. Technology Plan and issues	North Country IT

Notifications:

Notify: Temporary Leadership Change	Accountability: Person to Send Notification	Timeline: Notification to be Made
Friends of the Library	Board President	Within 3 – 7 days
Northland Library Coop	Interim	Within 3 – 7 days
PAC2 Chair	Interim	Within 3 – 7 days
Charlevoix School District & Charlevoix Montessori and St. Mary's	Interim	Within 7 – 14 days
Charlevoix Chamber, CVB, DDA	Interim	Within 7 – 14 days
Charlevoix County Community Foundation	Interim	Within 7 - 14 days
Township Supervisors and city	Board President	Within 7 - 14 days

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Cross-Training Plan:

Training area	Staff to be Cross-Trained		Training Date
	Trainee	Trainer	
Administrative: Plan reviews	Board President	Linda	
Financial: Audit	Leanne	Linda	
Financial: Budget	Leanne	Linda	
State Aid Report	Davonne	Linda	Done
Submit legal/financial documents	Leanne (Stan	Linda	
eList messages	Amy	Linda	Done
Press Releases	Jennifer – Youth; Leanne/Beth	Linda	
Hearing Notices & L-4029	Board President	Linda	
ICMA Submittals	Stan	Linda	

Attachment 3

Procedure for hiring Library Director (Board of trustees)

1. Review and update job description/compensation/benefits
2. Define current library needs
3. Decide if board will post position and handle hiring process or if the job will be contracted
 - a. Board handles hiring process:
 - i. Post locally, Michigan Library Association, Public Library Association, michlib listserv (serving all MI public libraries), publib listserv (serving all public libraries in U. S. A.)
 - ii. Define and implement interview process
 - iii. Check references, do criminal and financial background checks
 - iv. Make job offer and determine terms of employment contract (review contract with lawyer)
 - b. Contractor to conduct hiring process:
 - i. Hire contractor. Top search firms below:

Jobeth Bradbury
[Bradbury Miller Associates](http://www.bradburymiller.com)
 4545 Wornall Rd, Ste. 805
 Kansas City, MO 64111
 816-803-7087 (cell); 816-531-2468 (office)

Executive Search for Libraries
www.johnkeister.com
 847-955-0541

John Keister & Associates

