EVERETT ROEHL MARSHFIELD PUBLIC LIBRARY POLICY NUMBER: 4.137

POLICY TITLE: Succession Plan

ADOPTED: **11/19/2026**

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## 1. PURPOSE

The purpose of this policy is to establish a formal process for maintaining leadership continuity and organizational stability in the event of the planned or unplanned departure, extended absence, incapacity, or death of the Library Director.

The Everett Roehl Marshfield Public Library (ERMPL) recognizes that effective succession planning is an ongoing organizational responsibility. The Library shall maintain appropriate leadership development, cross-training, documentation, and emergency succession procedures to ensure continued delivery of library services to the community.

This policy also establishes a framework for developing the leadership skills of the Assistant Director, Adult Services Supervisor, Youth Services Supervisor, and other employees with supervisory responsibilities.

## 2. POLICY

It is the policy of the Everett Roehl Marshfield Public Library to maintain a leadership succession process that:

1. Ensures continuity of library operations during a leadership transition;
2. Provides for temporary administrative leadership when the Library Director is unavailable;
3. Develops internal leadership capacity and institutional knowledge;
4. Identifies critical administrative functions that require cross-training and documentation;
5. Establishes minimum qualifications for the permanent Library Director position;
6. Provides a fair and competitive process for selection of a permanent Director; and
7. Recognizes the authority and responsibility of the Library Board of Trustees to appoint the Library Director.

Participation in succession planning or temporary leadership assignments does not guarantee appointment to the permanent Library Director position.

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## 3. AUTHORITY

The Library Board of Trustees shall maintain authority over the appointment, employment, evaluation, and termination of the Library Director in accordance with applicable Wisconsin law, Library Board policies, and the library's governing agreements.

The Library Board shall determine the appropriate interim and permanent leadership arrangements when a vacancy occurs. This policy shall be administered in accordance with applicable Wisconsin public library law, Wisconsin Department of Public Instruction certification requirements, municipal requirements applicable to the library, and other relevant regulations and policies.

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## 4. DEFINITIONS

### 4.1 Library Director

The chief administrative officer of the Everett Roehl Marshfield Public Library, responsible for the overall administration, operation, personnel, finances, programs, services, facilities, and implementation of Library Board policies.

### 4.2 Acting Director

An individual designated by the Library Board or otherwise authorized under this policy to perform the duties of the Library Director on a temporary basis during an absence or vacancy.

### 4.3 Assistant Director

The senior administrative position designated by the Library Director and/or Library Board to provide administrative support and assume designated responsibilities during the Director's absence.

### 4.4 Succession Planning

The ongoing process of preparing the organization for continuity of leadership through leadership development, cross-training, documentation, emergency succession procedures, and preparation for recruitment of a permanent successor.

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## 5. SUCCESSION STRUCTURE

ERMPL shall maintain the following general leadership succession structure:

**Library Director**
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**Assistant Director**
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**Qualified Adult Services Supervisor or Youth Services Supervisor**
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**Other qualified designated supervisory or professional staff**

This structure establishes a framework for operational continuity. It does not limit the Library Board's authority to appoint an Acting Director or permanent Director from within or outside the organization.

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## 6. LEADERSHIP DEVELOPMENT

Everett Roehl Marshfield Public Library shall provide reasonable opportunities for the Assistant Director, Adult Services Supervisor, Youth Services Supervisor, and other supervisory employees to develop leadership and administrative skills.

Leadership development may include training and education in: Public library administration, leadership principles, budget development and financial management, personnel administration and employee relations, policy development, library board relations, strategic planning, Wisconsin public library law, grant administration, community relations and advocacy, public speaking, crisis management, facilities and technology management, library system operations, municipal government operations and relations, and data analysis and reporting.

The Library Director shall, when practical, provide leadership team members with opportunities to participate in administrative responsibilities and projects so that critical knowledge and skills are not concentrated in a single position.

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## 7. PERMANENT DIRECTOR RECRUITMENT

When a permanent Director vacancy occurs, the Library Board shall determine the appropriate recruitment and selection process. The Board may use a search committee, consultant, or other recruitment assistance when appropriate.

The Assistant Director, Adult Services Supervisor, Youth Services Supervisor, or another qualified employee may apply for the permanent Library Director position. Internal candidates

shall be evaluated according to the same approved qualifications and selection criteria established for all candidates.

Appointment to an Acting Director role or participation in succession planning shall not constitute a guarantee or preference for appointment to the permanent position.

## 8. CONFIDENTIALITY AND RECORDS

Succession planning shall be conducted in accordance with applicable open meetings, public records, personnel confidentiality, and other Wisconsin legal requirements. Confidential personnel information shall not be included in general succession documentation.

Administrative records necessary for continuity shall be maintained in appropriate organizational locations and shall not depend upon the personal possession or individual accounts of the Director. Access to confidential systems and records shall be managed in accordance with library technology and information-security procedures.

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## 9. COMMUNICATION DURING A LEADERSHIP TRANSITION

The Library Board President or designee shall serve as the primary Board spokesperson concerning a Director vacancy, recruitment process, or other Board-level leadership transition unless the Board designates another spokesperson.

The Acting Director shall be responsible for internal operational communication with staff. Communication with patrons, municipal officials, library system representatives, community partners, and the media shall be coordinated as appropriate. Confidential personnel information shall not be disclosed.

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## 10. ANNUAL REVIEW OF SUCCESSION PLAN

The Library Board shall review this policy at least annually or as needed following a significant organizational change. The Board may amend this policy at any time.

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## 11. RELATED DOCUMENTS

The following documents should be maintained in conjunction with this policy:

- Library Director Job Description;
- Assistant Director Job Description;
- Adult Services Supervisor Job Description;
- Youth Services Supervisor Job Description;

- Other Supervisory Job Descriptions
- Library Board Bylaws;
- Personnel Policies;
- Emergency Procedures;
- Expenditure Authorization/Procurement Policy;
- Strategic Plan;
- Organizational Chart; and
- Applicable Wisconsin Public Library Director Certification requirements.

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