



# STRATEGIC HUMAN RESOURCES FOR LIBRARY LEADERS

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# INTRODUCTION AND OVERVIEW

## Organizational Architecture, Inc.

- Since 2007
- Veteran-owned
- Expert advisors to public libraries
- Human Resources consulting
- Recruiting

# CLIENTS

- Akron-Summit County Public Library
- Anderson Public Library
- [Ashland Public Library](#)
- Birchard Public Library
- [Cincinnati-Hamilton County Public Library](#)
- Clermont County Public Library
- [Cleveland Heights-University Heights Public Library](#)
- [Cleveland Public Library](#)
- CLEVNET
- [Cuyahoga County Public Library](#)
- [Cuyahoga Falls Library](#)
- [Dayton Metro Library](#)
- [Delaware County District Library](#)
- [Elyria Public Library System](#)
- Floyd County Library System
- Fremont Public Library
- Geauga County Public Library
- Grafton-Midview Public Library
- [Hamilton-East Public Library](#)
- [Hussey-Mayfield Memorial Public Library](#)
- [Live Oak Public Libraries](#)
- Lorain Public Library System
- Marysville Public Library
- [Medina County District Library](#)
- McHenry Public Library District
- [Michigan Library Association](#)
- [Oberlin Public Library](#)
- [Ohio Library Council](#)
- O'Neal Library
- [Preble County District Library](#)
- [Ritter Public Library](#)
- Rockford Public Library
- [State Library of Ohio](#)
- [Stark County Library](#)
- [Stow-Munroe Falls Public Library](#)
- [Tiffin-Seneca Public Library](#)
- Toledo-Lucas County Public Library
- University City Public Library
- [Upper Arlington Public Library](#)
- [Urbana Free Library](#)
- Wadsworth Public Library
- Westerville Public Library
- [Wickliffe Public Library](#)
- Worthington Libraries
- [\[The Public Library of\] Youngstown and Mahoning County](#)

*[Links](#) are to project success stories.*

# PARTNERS

- American Library Association / Public Library Association
- Association of Public Treasurers
- Government Finance Officers Association
- Illinois Library Association
- Indiana Library Federation
- Michigan Library Association
- Northeast Ohio Regional Library System
- Northwest [Ohio] Regional Library System
- Ohio Association of Public Treasurers
- Ohio Government Finance Officers Association
- **Ohio Library Council**
- Pennsylvania Library Association
- Public Sector Human Resources Association [formerly IPMA-HR]
- Society for Human Resource Management



## Today's objectives

- Coaching versus discipline
- Succession planning and leadership development
- Change management
- Workforce planning and staffing strategies
- Developing employee growth plans

# BUT FIRST...

## Strategic v tactical HR

- What do you think the difference is?
- Why is it important to differentiate the two?

# BUT FIRST...

## Strategic v tactical HR

- **Strategic HR:** long-term timelines, focus on trends, macro and enterprise-level awareness, planning, and decision-making
  - Workforce strategy
  - Compensation philosophy
- **Tactical HR:** transactional activities, short-term timelines, routine, function or departmental focus
  - Benefits administration
  - New hire processing



## According to SHRM

**HR Strategy** involves the activities necessary for developing, implementing, managing and evaluating the strategic direction required to achieve organizational success and to create value for stakeholders. It can include:

- Strategic approaches to project management and processes
- Project planning, monitoring, and reporting methods and tools
- Project leadership, governance, and structures
- Systems thinking and components of an organizational system
- Strategic planning analysis frameworks and processes

## OLC Ohio Public Library Core Competencies

### Strategic Planning

- The ability to anticipate and predict internal and external changes, trends, and influences to effectively allocate resources and implement appropriate library initiatives.
- <https://www.olc.org/education/core-competencies/>



# STRATEGIC HR: COACHING V DISCIPLINE

## What is discipline?

### Elements...

- Job descriptions
- Corrective action process
- Performance appraisal process
- Performance improvement plan
- Employee handbook
- Policies and procedures

## What is coaching?

- Guiding an employee from one level of competency to another
- Helping improve employee work habits
- Helping people adapt to a changing environment or overcome specific obstacles
- Preparing employees for new assignments
- **Coaching is employee-focused and not solely for the benefit of the organization**

## How do you decide what to coach?

- Competencies [behavioral]
- Job duties
- Organization-wide perspective v individual only

## Tools

- Job description
- Performance appraisal process
- Individual development plan
- One-on-one coaching
- Special projects
- Workshops
- Conferences
- Classroom or online training



## OLC core competencies

### **Staff development**

- The ability to skillfully design and present competency-based training to meet the needs of library staff; the ability to serve as a resource for career growth and employee engagement.

### **Personnel management**

- The ability to attract, retain, and motivate staff and volunteers to work toward shared objectives; the ability to supervise and evaluate workers in the most effective manner to achieve the goals of the organization.



# STRATEGIC HR: SUCCESSION PLANNING

## Succession planning

- Need to know **what talent you have today** and what the **needs of the organization will be in the future**.
- Requires **long-term** planning.
- Need to ascertain **leadership potential and motivation**.
- Need to ascertain **benchstrength of staff** based on future needs.

## Talent reviews

- **Data collected from individual performance appraisals** such as performance to job requirements and level of proficiency related to competencies.
- **Determination of career position** such as high potential, promote now, promote future, career professional, needs improvement, new.
- **Likelihood of leaving organization** in the next 12 months.
- **Impact to organization** if employee departs in the next 12 months.
- Name of **potential successor**.

## Developing growth plans

- **Resources are limited**...focus needs to be on those deemed high potential, promote now, promote future.
- **Career professional** is okay...we need 'bench players'.
- Not everyone needs [or wants] to move up, but **everyone needs to move with the organization** and the needs of the patrons and community.
- See above coaching **Tools** for structured ways of developing people.

## OLC core competencies

### **Facilitation**

- The ability to foster employee engagement and manage a team of individuals to work toward common objectives.

### **Leadership**

- The ability to set and model high performance standards characterized by integrity, and to earn trust and respect of others by coaching, inspiring, and empowering teams of people to achieve strategic objectives.



# STRATEGIC HR: CHANGE MANAGEMENT

**What's changed since you started your career?**



## What is change management?

- **Change management is the systematic approach and application of knowledge, tools, and resources to deal with change.**
- The primary goal of change management is to successfully implement new processes, products or services, and strategies while minimizing negative outcomes.
- It involves defining and adopting strategies, structures, procedures and technologies to handle changes in external conditions and the environment.
- Effective change management goes beyond project management and technical tasks undertaken to enact organizational changes and involves leading the **people side** of major change within an organization.

## Framework

***Leading Change***, John Kotter, Harvard Business School Press, 1996.

1. Create a sense of urgency
2. Build a guiding coalition
3. Form a strategic vision and initiatives
4. Enlist a volunteer army
5. Enable action by removing barriers
6. Generate short-term wins
7. Sustain acceleration
8. Institute change

## Framework

***Managing Change: How-to-do-it Manual For Librarians***, Susan Carol Curzon, Facet Publishing, 2006.

1. Conceptualize change
2. Prepare organization for change
3. Organize the planning group
4. Plan the change
5. Decide what needs to change
6. Manage individuals during change
7. Control resistance to change
8. Implement the change
9. Evaluate the change

## OLC core competencies

### **Adaptability**

- The ability to adjust to changing situations.

### **Communication**

- The ability, through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with all appropriate people.

### **Facilitation**

- The ability to foster employee engagement and manage a team of individuals to work toward common objectives.



# STRATEGIC HR: WORKFORCE PLANNING

## How do you determine workforce needs?

- Data [circulation, door count, reference questions, open hours]
- Trends [technology, automation, demographics, generational needs]
- Patron/customer/community demands
- **Having the right number of people, in the right place, with the right training to serve the patrons/customers.**

## What are your workforce needs?

- Patron-facing needs?
- Administration need?
- New disciplines, e.g. social workers, educators, technology specialists, analytics?
- More of the same, or different?

## OLC core competencies

### **Innovation**

- The ability to proactively identify and analyze emerging trends and technologies and employ creative thinking to implement new solutions or procedures.

### **Strategic planning**

- The ability to anticipate and predict internal and external changes, trends, and influences to effectively allocate resources and implement appropriate library initiatives.



# KEY TAKEAWAYS

- There is a difference between strategic HR and tactical HR
- Coaching v discipline
- Succession planning/talent reviews/EE growth
- Leading and managing change
- Workforce planning

# OTHER SERVICES

- Senior level recruiting
- Performance management tools
- Department head / supervisor effective leadership training
- Compensation benchmarking and analysis
- HR operations review
- Training and development

# RESOURCES



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