

0:0:0.0 --> 0:0:9.90

Bob Cullen

Again, I welcome to everyone who is here with us today the topic for today's just by means of an introduction.

0:0:9.100 --> 0:0:34.960

Bob Cullen

First of all, I didn't want to say thank you for David as always for going over the rules, we need to keep in mind also for the quick status update with respect to the backlog of recordings of past TLR, it's much appreciated David that anyway the title for today's the overarching theme for today's TLR is the role of librarians and succession planning initiatives.

0:0:34.970 --> 0:0:53.260

Bob Cullen

And this this TLR, of course, as I've indicated in email announcements, we really are focusing on just the preservation and retention of institutional knowledge during workforce transitions and the various issues.

0:0:53.810 --> 0:1:8.940

Bob Cullen

I'm concerned that the impetus for this presentation really was what I was tracing it back to was really the annual Open Discussion Forum we had this past February among all of us.

0:1:8.950 --> 0:1:12.810

Bob Cullen

If you recall and it was just the fact that succession planning did come up as.

0:1:14.670 --> 0:1:23.230

Bob Cullen

The vital issue that it is in terms of best practices that were shared at that time, but also just generally the topic was, was, was highlighted.

0:1:23.240 --> 0:1:24.50

Bob Cullen

They're very helpfully.

0:1:25.40 --> 0:1:29.40

Bob Cullen

I thought, I'm as David, remind me before we got started here today, it was.

0:1:29.50 --> 0:1:33.200

Bob Cullen

I'm also something that that he and others have previously addressed.

0:1:33.210 --> 0:1:36.670

Bob Cullen

For instance, David didn't and I had a jog my memory here because I'm old.

0:1:36.680 --> 0:1:52.570

Bob Cullen

But he even about a year, year or so ago, a little over a year ago, he had also raised succession planning as something that's certainly the good people at then TTL and elsewhere DDOT are really taking the heart and taking seriously too.

0:1:52.640 --> 0:2:3.130

Bob Cullen

So, umm, but with all of that with all of that in mind, I just want to emphasize that that this is really a starting point of sorts in terms of the issue.

0:2:3.140 --> 0:2:21.770

Bob Cullen

In other words, I hope that, uh, we can further pursue succession planning and all of its forms and potential applications beyond today, but at least we just want to get it started just by discussing some basic points about succession planning and what it is.

0:2:21.780 --> 0:2:22.590

Bob Cullen

And then what?

0:2:22.600 --> 0:2:52.760

Bob Cullen

It can be and of course specifically how the members of our transportation libraries community can each get more involved in that, or if there's already involvement, just being able to share their own experiences and then information as far as that goes, I for full confession on my I am I'm rather low on the learning curve when it when it comes to this sort of thing my most significant immersion in succession plan and has been quite little.

0:2:55.300 --> 0:2:56.550

Salvano, Christopher

Hello, this is Jennifer.

0:2:52.800 --> 0:2:58.680

Bob Cullen

Literally academic about in more than two decades ago, 22 thousand 2002.

0:2:57.280 --> 0:3:4.310

Salvano, Christopher

Hi, Jennifer, this is Chris Albano calling from LA Metro Library in Los Angeles. Yes.

0:3:3.570 --> 0:3:7.960

Bob Cullen

OK, somebody needs to put themselves on mute please anyway though.

0:3:7.970 --> 0:3:15.440

Bob Cullen

But around 2000, 2002, I was taken a pursuant some online studies at Penn State and Human Resources Management.

0:3:16.10 --> 0:3:27.390

Bob Cullen

I've left that in the rearview mirror for quite a few years now, but succession planning was certainly something that, that, that was one of the subject matters, and that's at least brought it up.

0:3:27.400 --> 0:3:52.250

Bob Cullen

Put it on to my radar, but beyond that, in terms of practical work experience really have not had any real involvement or meaningful, sustained engagement here at Ashton about that again, in the way I'm shopping around for potential ideas of things to bring to my own associations management as far as that goes, my most significant involvement was for several years I did have a key role with.

0:3:52.260 --> 0:4:2.470

Bob Cullen

But in terms of onboarding with the new employees both here at the AASHTO Headquarters Office but and also our lab accreditation program out in Frederick, MD.

0:4:3.40 --> 0:4:5.110

Bob Cullen

But our eight are very capable.

0:4:5.120 --> 0:4:10.660

Bob Cullen

HR staff has since taken on more of those roles and responsibilities anyway.

0:4:10.670 --> 0:4:13.710

Bob Cullen

That's my roundabout way of saying this has been a learning experience for me.

0:4:13.720 --> 0:4:21.650

Bob Cullen

Just trying to get ready for today's TLR, so I hope you'll bear with me and hopefully they'll be something that you can take away from this.

0:4:21.660 --> 0:4:22.490

Bob Cullen

So I did want.

0:4:22.500 --> 0:4:27.880

Bob Cullen

I think those were pretty much the key things I wanted to bring up in terms of the introduction.

0:4:28.610 --> 0:4:51.30

Bob Cullen

I want to start the next segment of this TLR by expressing my gratitude to our valued colleague, Karen

Marcus for uh graciously offering to provide some of the information and share some of the experiences as far as succession planning from her corner of the Transportation Line libraries universe.

0:4:51.40 --> 0:5:2.410

Bob Cullen

Now and then, I've greatly appreciated Cara stepping forward to do that and we'll go ahead and get started with her portion of the of today's session.

0:5:2.420 --> 0:5:5.480

Bob Cullen

So uh, let me go ahead.

0:5:5.490 --> 0:5:16.640

Bob Cullen

First of all, one of the benefits of having a of a larger than usual table for the TLDR is that I have the chance to spread out the quite a few of the materials here.

0:5:16.650 --> 0:5:20.150

Bob Cullen

One of the drawbacks is it's a large table and then I had to play hide and seek.

0:5:20.160 --> 0:5:21.910

Bob Cullen

But I did find what I needed.

0:5:21.960 --> 0:5:29.40

Bob Cullen

I hear at this juncture of the hour, and that's the bio for introducing Kara and Kara.

0:5:29.50 --> 0:5:38.550

Bob Cullen

If there's anything that needs to be updated here or you don't hesitate to clarify that once I'm done reading it, but here we go.

0:5:38.840 --> 0:5:39.330

Bob Cullen

Uh.

0:5:39.340 --> 0:5:56.310

Bob Cullen

Kera Marcus, Resource Center management, a joint National RTAP and 2017 Cara graduated from Rhode Island School of Design with a bachelor's degree in graphic design and Simmons College with a Master's degree in Library and Information Science.

0:5:56.690 --> 0:5:59.790

Bob Cullen

Kara has served as a library manager and researcher for.

0:6:2.60 --> 0:6:13.10

Bob Cullen

I believe it's been at least 2728 years now and then that has included posts at Harvard University, Kennedy School of Government and Massachusetts Health Data Consortium.

0:6:13.380 --> 0:6:27.870

Bob Cullen

Her published works have centered upon library management, accessibility for persons with disabilities and verbal education, including a chapter on transportation in the Handbook of Rural Aging, which was published in 2021.

0:6:28.410 --> 0:6:36.930

Bob Cullen

Kara was awarded a historical Resources preservation award in 2018 for her book entitled Watertown Square.

0:6:36.940 --> 0:6:41.190

Bob Cullen

Through time care is hopefully this is still up to date information.

0:6:41.200 --> 0:6:56.170

Bob Cullen

Cara is the project lead for TACL, the National Transportation Technical Assistance Coordination Library that contains peer reviewed resources from FTA, Federal Transit administration and it's 5 technical assistance centers.

0:6:56.530 --> 0:7:2.830

Bob Cullen

Care serves on the National Transportation Knowledge Network Communications Committee.

0:7:2.840 --> 0:7:22.720

Bob Cullen

I believe that's still up to date and the TV H AE45 information and Knowledge Management Committee and she is not only a member of the Special Libraries Association transportation community, she is also its President, AKA Our Fearless leader.

0:7:23.410 --> 0:7:29.210

Bob Cullen

We're very lucky to have a camera in our community and I think we're extra lucky.

0:7:29.220 --> 0:7:41.770

Bob Cullen

Those of us here today to have yet another round of information and insights, and at that Carol be presenting in the presentation that I'll start once I wrap up the intro here.

0:7:41.780 --> 0:7:46.980

Bob Cullen

So without any further delay, I'd like to call upon I'm character to start her portion of the hour.

0:7:47.170 --> 0:7:48.370

Bob Cullen

The floor is all yours. Cara.

0:7:49.580 --> 0:7:51.110

Cara Marcus

Thank you so much, Bob.

0:7:51.530 --> 0:8:2.760

Cara Marcus

And you got it alright, except TACL, which is actually called tackle, but that's fine and I do have a slide about that too.

0:8:4.330 --> 0:8:7.400

Cara Marcus

And alright, so we're doing the slideshow here.

0:8:9.420 --> 0:8:22.670

Cara Marcus

Come on, slide show from beginning, OK, so you can see my presentation is succession planning 101 now national archtop has a lot about 1:01.

0:8:22.680 --> 0:8:28.400

Cara Marcus

So the try to make it easy in terms of training and technical assistance.

0:8:28.630 --> 0:8:39.870

Cara Marcus

So I hope this little glimpse of our succession planning 101 E learning course and associated resources make it easy for you too.

0:8:41.470 --> 0:8:49.120

Cara Marcus

So for those of you who are not familiar with national archtop are full name is National Rural Transit Assistance program.

0:8:49.560 --> 0:8:56.470

Cara Marcus

We are funded through FTA Federal Transit administration through its rural section 5311 programs.

0:8:57.790 --> 0:9:22.20

Cara Marcus

What's special about us is we provide hundreds of free training materials and technical assistance to rural and tribal transit providers and to state rural transit assistance programs where governed by a review board, which is composed of 14 state dot and rural and tribal transit agency staff and leaders from across the country.

0:9:22.330 --> 0:9:27.990

Cara Marcus

And they shape our products, such as our succession planning, 101 training.

0:9:28.690 --> 0:9:34.720

Cara Marcus

Our website is very easy, national arts hub.org and that's what our homepage looks like.

0:9:35.210 --> 0:9:44.680

Cara Marcus

I national arts have also is a project lead for tackle which as Bob said is the Transportation Technical Assistance Coordination Library.

0:9:44.850 --> 0:9:51.600

Cara Marcus

So I managed 2 libraries, the one for national arts hop and the one for tackle keeps me busy and out of trouble.

0:9:52.70 --> 0:9:54.320

Cara Marcus

But tackle is not just us, it's up.

0:9:54.330 --> 0:9:57.910

Cara Marcus

TA and here are its other technical assistance centers.

0:9:58.580 --> 0:10:8.430

Cara Marcus

It also has an easy URL transportation dash tackle.org enough about national arts happened tackle now on to succession planning.

0:10:9.140 --> 0:10:20.50

Cara Marcus

I was tasked to create training on succession planning by our review board and it was an exciting topic, so I delved right into it.

0:10:20.260 --> 0:10:29.870

Cara Marcus

They said they wanted an elearning course and I had just done an elearning course using Ispring software about what else tackle.

0:10:30.200 --> 0:10:38.560

Cara Marcus

So this is the second one I created and I'll show you a little bit of the elearning course that these are some slides for it.

0:10:38.610 --> 0:10:40.560

Cara Marcus

And of course, there's any good librarian.

0:10:40.570 --> 0:10:43.640

Cara Marcus

The first thing I did was start out with some research.

0:10:43.770 --> 0:10:51.100

Cara Marcus

I looked at lots and lots of definitions of what succession planning is, and my favorite was this one from TCRP.

0:10:51.530 --> 0:10:57.900

Cara Marcus

It was from strategies to attain and attract and retain a capable transportation workforce.

0:10:58.570 --> 0:11:1.760

Cara Marcus

Succession planning is the strategic process.

0:11:2.190 --> 0:11:3.390

Cara Marcus

Note strategic.

0:11:3.400 --> 0:11:20.580

Cara Marcus

It's not just by chance of identifying and preparing high potential employees through mentoring, training and job rotation opportunities to replace staff upon exiting the agency.

0:11:20.970 --> 0:11:23.290

Cara Marcus

So everybody comes and goes.

0:11:24.500 --> 0:11:29.570

Cara Marcus

The only thing that is reliable is death and taxes.

0:11:30.40 --> 0:11:32.790

Cara Marcus

Not that you'll stay in a job.

0:11:32.840 --> 0:11:41.860

Cara Marcus

Certainly not post death, but as long as you're paying taxes, so there's a very high likelihood that anybody's position will need to be replaced.

0:11:44.780 --> 0:12:2.350

Cara Marcus

So for this elearning course I created 4 easy steps to understand the succession planning process so they are preparation skills, training and creating the plan so preparation.

0:12:3.930 --> 0:12:14.720

Cara Marcus

When you hire somebody usually have a shop description, so they not only have to be done when you're hiring, but they should be maintained throughout the life cycle of the job.

0:12:15.70 --> 0:12:26.340

Cara Marcus

If somebody's takes on new responsibilities, it should be updated in their job description as new technologies are introduced that should be in the job description.

0:12:26.690 --> 0:12:29.30

Cara Marcus

So it should be for all positions.

0:12:29.290 --> 0:12:34.670

Cara Marcus

Certainly leadership, all the way down to outline workers.

0:12:35.900 --> 0:12:44.840

Cara Marcus

So also in preparation, managers should identify staff who are likely to retire or change positions.

0:12:45.190 --> 0:12:47.160

Cara Marcus

That's not always easy to do.

0:12:47.690 --> 0:12:50.860

Cara Marcus

I mean, sometimes, you know, you might have an idea.

0:12:50.870 --> 0:12:53.110

Cara Marcus

Somebody's over 65.

0:12:53.120 --> 0:12:57.300

Cara Marcus

Maybe they might want to retire, or if somebody just got their PhD.

0:12:57.310 --> 0:13:3.380

Cara Marcus

D Maybe they want might want to step into a different role, but sometimes you know you're you really don't know.

0:13:4.110 --> 0:13:20.680

Cara Marcus

You can have conversations with people, and if they tell you there looking for their next step, but you know as a manager it just try to feel the waters and see what positions might need succession.

0:13:21.490 --> 0:13:23.100

Cara Marcus
Step 2 is skills.

0:13:23.430 --> 0:13:37.600

Cara Marcus
So for each position, identify the core skills and secondary skills and key competencies needed to succeed in the position, not just do the position, but really succeed in the position.

0:13:38.170 --> 0:13:38.460

Cara Marcus
OK.

0:13:38.470 --> 0:13:41.320

Cara Marcus
Catalog or should have all the skills?

0:13:41.920 --> 0:13:49.130

Cara Marcus
Umm, I needed to not just maintain the catalog, but really have the best catalog possible.

0:13:50.100 --> 0:13:50.650

Cara Marcus
Umm.

0:13:50.840 --> 0:13:55.950

Cara Marcus
People who are in frontline positions reference have to have really good people skills.

0:13:56.440 --> 0:14:1.700

Cara Marcus
So you identify the skills and then training.

0:14:2.730 --> 0:14:21.820

Cara Marcus
So I'm talking about mentoring and you know, future leaders, people who are able to be grown to step into roles, identify the training or experience needed to acquire these skills and offer training and mentoring to staff.

0:14:21.940 --> 0:14:39.190

Cara Marcus
We just met somebody who looks like a wonderful intern, so I'm sure that person is being trained on what you know archivists do, and if you have somebody who's there even for summer, for long term, really think about the training to.

0:14:40.570 --> 0:14:45.600

Cara Marcus
Introduce the skills and key competencies and now the plan.

0:14:46.710 --> 0:14:52.220

Cara Marcus

A succession plan includes a plan and remember the first slide.

0:14:52.230 --> 0:15:6.100

Cara Marcus

It needs to be strategic now whether a new position when someone leaves is offered to an internal or external candidate or written succession plan should be developed.

0:15:6.110 --> 0:15:13.470

Cara Marcus

It should be approved by, you know, key leaders in the department and it should be kept up to date.

0:15:14.60 --> 0:15:15.770

Cara Marcus

So those are the steps.

0:15:16.20 --> 0:15:17.840

Cara Marcus

Simple, but maybe not so simple.

0:15:20.120 --> 0:15:25.810

Cara Marcus

Here's a slide from the training what should be included in a succession plan?

0:15:26.390 --> 0:15:27.440

Cara Marcus

I'll go through them a little.

0:15:28.950 --> 0:15:30.220

Cara Marcus

Go back to basics.

0:15:30.230 --> 0:15:39.520

Cara Marcus

The organizational environment, a description including the organization's mission, vision, values, structure and governance.

0:15:39.870 --> 0:15:41.280

Cara Marcus

Now that's important.

0:15:41.440 --> 0:15:58.760

Cara Marcus

Whether you're from a state DOT, whether you're from a federal agency, whether you're from a nonprofit, umm, you should have a mission and vision objectives, value statement, strategic plan that should be aligned with your succession plan.

0:15:59.790 --> 0:16:8.740

Cara Marcus

Have an organizational chart to know which positions are report to which other positions, whose colleagues you know.

0:16:8.750 --> 0:16:16.100

Cara Marcus

Lateral moves are possible too for succession planning and keep that up to date as well.

0:16:16.730 --> 0:16:20.530

Cara Marcus

The lines of authority and supervision of staff responsibilities.

0:16:21.700 --> 0:16:47.110

Cara Marcus

So that way if somebody say from another department in a slightly similar but different role wants to move into the position, you'll know who their manager is, keep current position descriptions, you can update your own position descriptions or those that you manage and then the rules.

0:16:47.120 --> 0:16:49.820

Cara Marcus

Each position has an everyday operations.

0:16:50.80 --> 0:16:57.770

Cara Marcus

You should look at the big picture and the day to day tasks including you know covering for when somebody is out.

0:16:58.400 --> 0:17:6.50

Cara Marcus

Your main role may not be, you know, staffing the virtual reference desk, but you might have to do that sometimes.

0:17:6.580 --> 0:17:9.450

Cara Marcus

And what are the key competencies needed for each position?

0:17:10.90 --> 0:17:20.830

Cara Marcus

That's both skills that are technical and skills that are, you know, more high level and people oriented.

0:17:22.170 --> 0:17:23.70

Cara Marcus

Communication.

0:17:24.490 --> 0:17:28.180

Cara Marcus

Procedures for appointing acting or interim roles.

0:17:28.480 --> 0:17:34.200

Cara Marcus

Now suppose somebody's leaving just for, say, a maternity leave or a medical leave.

0:17:34.270 --> 0:17:37.280

Cara Marcus

A succession plan can be for something like that too.

0:17:37.430 --> 0:17:49.580

Cara Marcus

It doesn't have to be permanent, or if somebody has a family emergency, you might need somebody to take over that role, even just for a couple of days.

0:17:49.590 --> 0:17:50.770

Cara Marcus

So you need a plan for that?

0:17:52.130 --> 0:17:54.340

Cara Marcus

No, I have a sticky note.

0:17:54.350 --> 0:18:7.440

Cara Marcus

High priority jobs that need to be filled immediately if somebody leaves, certainly the the head of the library, you, you know, really want somebody to at least be an acting or interim person in that role.

0:18:7.450 --> 0:18:15.920

Cara Marcus

If that person leaves abruptly, backup plans for each position and authority, and frontline positions too.

0:18:15.930 --> 0:18:17.230

Cara Marcus

In the event of absences.

0:18:18.240 --> 0:18:25.0

Cara Marcus

Uh, right now my assistant has been staffing the national arts.

0:18:25.10 --> 0:18:30.260

Cara Marcus

Have Booth at a conference doing a great job and I guess who's been shipping books?

0:18:30.480 --> 0:18:31.190

Cara Marcus

Me.

0:18:31.510 --> 0:18:32.960

Cara Marcus

I've actually been enjoying it.

0:18:32.970 --> 0:18:38.760

Cara Marcus

You know, I don't get to do it too much, a guiding principles for filling positions from within.

0:18:39.270 --> 0:18:46.450

Cara Marcus

It's always great if you have talent in your organization and you don't have to do a job ad.

0:18:46.490 --> 0:18:59.970

Cara Marcus

Sometimes you have policies that you have to do the job at anyway, but if you're able to recruit from within and see if you have talent right there, that usually is a win, win situation.

0:19:0.990 --> 0:19:18.840

Cara Marcus

A communications plan for notifying the organization when leadership changes, especially if you have a large organization change, can sometimes be difficult and nobody wants to come into work and all of a sudden somebody comes into their office.

0:19:19.30 --> 0:19:20.120

Cara Marcus

Hi I'm your new boss.

0:19:21.210 --> 0:19:22.830

Cara Marcus

See, you need a communications plan.

0:19:23.970 --> 0:19:26.840

Cara Marcus

You should have sample job announcements at the ready.

0:19:27.310 --> 0:19:45.200

Cara Marcus

Work with the HR department so that if, say, a high priority job that needs to be filled immediately if somebody leaves, you have a job announcement pretty much ready to go and information on available training matched to the skill needed for each position.

0:19:45.530 --> 0:19:47.960

Cara Marcus

Some of the training might be done in house.

0:19:48.120 --> 0:19:57.660

Cara Marcus

Some of it might be external, something might be going to conferences, some might be taking webinars, but you know have the trainings at hand.

0:19:59.60 --> 0:20:4.700

Cara Marcus

So I'm gonna show you those were a few slides, a little bit from my elearning course.

0:20:6.400 --> 0:20:14.510

Cara Marcus

OK, so the elearning course is like I said for rural and tribal transit staff and leaders.

0:20:14.600 --> 0:20:22.470

Cara Marcus

So probably, since most of you are uh library stuff, you don't manage your rural transportation.

0:20:22.480 --> 0:20:22.810

Cara Marcus

See.

0:20:22.820 --> 0:20:28.700

Cara Marcus

So you wouldn't be able to actually get in it, so it's good to show it to you here.

0:20:30.120 --> 0:20:32.570

Cara Marcus

So I'm going to launch it.

0:20:34.640 --> 0:20:35.300

Cara Marcus

And.

0:20:38.850 --> 0:20:41.220

Cara Marcus

Welcome to succession planning 101.

0:20:41.550 --> 0:20:54.990

Cara Marcus

This course will help transit management at all levels to create and implement a succession plan to smooth the transition from outgoing to incoming employees at the end of this course, you will create a usable succession plan for one or more positions.

0:20:55.950 --> 0:20:57.310

Cara Marcus

Click begin to get started.

0:20:58.770 --> 0:21:1.790

Cara Marcus

Now, as I said, I created this course with Ispring.

0:21:2.50 --> 0:21:3.580

Cara Marcus

It has an outline.

0:21:3.870 --> 0:21:5.420

Cara Marcus

It has resources.

0:21:5.570 --> 0:21:7.180

Cara Marcus

It has voiceovers.

0:21:7.610 --> 0:21:15.240

Cara Marcus

Hopefully they don't sound too computer early, but usually people will take the course all the slides.

0:21:15.250 --> 0:21:17.800

Cara Marcus

There's only 19 slides and then a quiz.

0:21:18.170 --> 0:21:19.60

Cara Marcus

I'll do a few more.

0:21:20.320 --> 0:21:26.410

Cara Marcus

Let's go over the objectives for this course, one understand why succession planning is necessary.

0:21:26.760 --> 0:21:34.250

Cara Marcus

Two envision a plan that supports the agency's mission, vision, objectives and strategic Plan 3.

0:21:34.420 --> 0:21:36.800

Cara Marcus

Understand the succession planning process.

0:21:37.100 --> 0:21:37.610

Cara Marcus

Four.

0:21:37.760 --> 0:21:41.240

Cara Marcus

Learn what should be included in a succession Plan 5.

0:21:41.300 --> 0:21:45.470

Cara Marcus

Understand the role of knowledge management in succession planning 6.

0:21:45.740 --> 0:21:58.540

Cara Marcus

Develop a succession plan for one or more roles that your agency, so I might not get all the way up to the knowledge management, but maybe I can even skip to that because I'm sure you all wanna see that. Let's.

0:22:1.270 --> 0:22:2.290

Cara Marcus

I don't we.

0:22:5.530 --> 0:22:7.20

Cara Marcus

I'll just show you meet Linda.

0:22:7.150 --> 0:22:11.750

Cara Marcus

Today is her first day on the job at ABC Transit Agency as operations manager.

0:22:12.580 --> 0:22:16.420

Cara Marcus

Which of the two scenarios would you like for your first day if you were in Linda's shoes?

0:22:17.220 --> 0:22:24.80

Cara Marcus

Click on the first one for an example of a poorly planned experience, or click on the second one to get Linda off to the best possible start.

0:22:25.700 --> 0:22:41.240

Cara Marcus

So this E learning course let me do some interactive things and the first one is well, I have an office and my director stopped by briefly to welcome me and left before I could even ask anything so great.

0:22:41.250 --> 0:22:42.930

Cara Marcus

That's not something that you want to do.

0:22:44.990 --> 0:22:50.240

Cara Marcus

That's step one in succession planning is Step 2, step three, Step 4.

0:22:50.530 --> 0:22:55.640

Cara Marcus

This note to position knowledge management is an important part of succession planning.

0:22:55.950 --> 0:22:59.640

Cara Marcus

Assign a knowledge management leader or champion within the organization.

0:22:59.990 --> 0:23:2.180

Cara Marcus

Consider forming a work group or committee.

0:23:2.450 --> 0:23:13.50

Cara Marcus

Determine what knowledge resources are needed for all roles, leadership roles, and other roles such as policies and procedures, training resources, technical manuals, etcetera.

0:23:14.0 --> 0:23:22.120

Cara Marcus

Conduct a review and inventory of where key knowledge resources are stored, such as the shared drive, cloud, et cetera and how they are named.

0:23:22.890 --> 0:23:23.600

Cara Marcus

Refine.

0:23:23.750 --> 0:23:29.200

Cara Marcus

Eliminate the unneeded and standardize human knowledge is as important as written knowledge.

0:23:29.490 --> 0:23:32.90

Cara Marcus

Offer knowledge sharing meetings for staff at all levels.

0:23:34.230 --> 0:23:36.400

Cara Marcus

So this is what Bob was saying.

0:23:36.410 --> 0:23:41.300

Cara Marcus

The librarians roll and succession, planning you as knowledge managers.

0:23:41.930 --> 0:24:3.380

Cara Marcus

If somebody in your organization is going through a succession planning process, you can help them understand how knowledge management and I sort of organizing and finding key document and finding personal knowledge can really help them with their succession plan.

0:24:3.710 --> 0:24:9.950

Cara Marcus

So there's a lot more to this, but I'll stop here and go back to the presentation.

0:24:16.0 --> 0:24:20.450

Cara Marcus

Uh, we have additional resources at national, our top on succession planning.

0:24:20.460 --> 0:24:23.30

Cara Marcus

We have a transit managers toolkit.

0:24:23.280 --> 0:24:43.940

Cara Marcus

I just updated that and it has a section sort of a long URL just about succession planning and we did a succession planning when it was called Twitter, Twitter chat with an expert Mike Lowry, and a lot of other experts chiming in with what they've been doing about succession planning.

0:24:44.260 --> 0:24:52.200

Cara Marcus

You can find that it hasn't even longer URL, but if you need help finding them, just email me and I'll give you the links right away.

0:24:53.330 --> 0:24:54.920

Cara Marcus

So the templates are.

0:24:57.100 --> 0:24:58.760

Cara Marcus

On Air New library.

0:25:0.560 --> 0:25:10.520

Cara Marcus

So it has a direct link or I'm sure you can easily find them if you go to search in the home page succession planning templates.

0:25:11.660 --> 0:25:16.320

Cara Marcus

So just click on them and you'll get a zip drive.

0:25:17.100 --> 0:25:19.620

Cara Marcus

But what I did was I unzipped them.

0:25:25.890 --> 0:25:38.660

Cara Marcus

And I did them in Word and excel, so everything in these square parentheses is customizable and really everything is customizable.

0:25:38.970 --> 0:25:42.740

Cara Marcus

So like I said, our review board reviews everything we do.

0:25:43.50 --> 0:25:45.520

Cara Marcus

So this wasn't just me writing all this.

0:25:45.530 --> 0:25:51.430

Cara Marcus

This was a couple of really talented people from our review board reviewing them and giving guidance and feedback.

0:25:53.130 --> 0:26:1.180

Cara Marcus

So obviously anything in parentheses when you're done with the instructions you would get rid of it, shut the position description.

0:26:1.650 --> 0:26:5.320

Cara Marcus

Remember, this is the first thing how this position supports the agency.

0:26:6.530 --> 0:26:11.980

Cara Marcus

Uh, you would include how it supports your vision, mission and strategic plan.

0:26:12.770 --> 0:26:17.150

Cara Marcus

Is there a risk to the agency if the position is?

0:26:18.450 --> 0:26:25.500

Cara Marcus

I'm not staffed on organizational chart because these are in Word and Excel.

0:26:26.820 --> 0:26:30.730

Cara Marcus

They are expandable, so you don't just have this amount of space.

0:26:30.740 --> 0:26:46.910

Cara Marcus

You can type whatever you want to or need to in these a little parts who reports to the position potential successors you might already have somebody in mind if you're thinking of retiring or moving to another position.

0:26:47.480 --> 0:26:58.50

Cara Marcus

Licenses, certification and training needed committees, work groups and projects involved, and position eligibility requirements for a librarian.

0:26:58.60 --> 0:27:5.690

Cara Marcus

Do you need a masters of library science, leadership and career development plan? Technologies used?

0:27:7.30 --> 0:27:14.20

Cara Marcus

Basic Schedule main day-to-day responsibilities, responsibilities and emergency situations.

0:27:14.200 --> 0:27:20.530

Cara Marcus

Job posting, talking about how cross trained staff can provide temporary coverage.

0:27:21.840 --> 0:27:23.890

Cara Marcus

Uh internal candidates?

0:27:23.900 --> 0:27:36.470

Cara Marcus

People who have held this position previously, who can be contacted so you know a lot of times if somebody leaves, if there's, you know, not really that much of a way to contact them.

0:27:36.840 --> 0:27:43.440

Cara Marcus

You might want to contact the person who is in the position right before locations of key documents.

0:27:43.450 --> 0:27:49.50

Cara Marcus

There's where knowledge management comes into play and what else is important to now.

0:27:49.340 --> 0:27:57.510

Cara Marcus

So it's similar in Excel, that's just you know, whether you like to use word or Excel.

0:27:57.520 --> 0:28:4.400

Cara Marcus

It's basically the same, but this is sort of nicely color coded so you are welcome to use these.

0:28:7.190 --> 0:28:11.370

Cara Marcus

And I was at the templates.

0:28:16.150 --> 0:28:20.900

Cara Marcus

And my review board just asked me to do another succession planning.

0:28:20.910 --> 0:28:25.30

Cara Marcus

Trading it says succession planning, LinkedIn.

0:28:25.40 --> 0:28:25.870

Cara Marcus

Learn along.

0:28:25.880 --> 0:28:33.710

Cara Marcus

It'll be the second LinkedIn learn along we're doing and you know, we plan way ahead just like succession planning should be done.

0:28:34.40 --> 0:28:37.650

Cara Marcus

This is January 7th, 2025.

0:28:37.780 --> 0:28:40.190

Cara Marcus

I bet a lot of our calendars are wide open.

0:28:40.680 --> 0:28:42.990

Cara Marcus

You can read a little bit about what it's about.

0:28:43.0 --> 0:28:45.860

Cara Marcus

A lot of our review board members will be Co moderators.

0:28:46.450 --> 0:29:0.840

Cara Marcus

It'll be watching some videos where in the process of selecting them and it'll all be done on LinkedIn, so it's sort of similar to a Twitter or an ex chat, only it's on LinkedIn.

0:29:1.170 --> 0:29:10.780

Cara Marcus

So if you want to RSVP, send me an email to my library address info@nationalarchive.org and you will receive instructions.

0:29:11.330 --> 0:29:12.940

Cara Marcus

So I'm done talking.

0:29:12.950 --> 0:29:18.180

Cara Marcus

If anybody has questions or if Bob wants them to be held to the very end, that's fine too.

0:29:19.830 --> 0:29:20.610

Bob Cullen

Yeah.

0:29:21.110 --> 0:29:22.740

Bob Cullen

Thank you very much, Cara.

0:29:22.910 --> 0:29:25.230

Bob Cullen

Excellent presentation as always.

0:29:25.240 --> 0:29:34.300

Bob Cullen

Umm yeah, in in terms of the questions, how about if we go ahead and wait until later in the hour, I'm not gonna be that long.

0:29:34.310 --> 0:29:37.280

Bob Cullen

Anyway, with my own side.

0:29:37.290 --> 0:29:39.610

Bob Cullen

So I appreciate that the carrot and.

0:29:41.10 --> 0:29:53.980

Bob Cullen

The I think all of you know Carol's email address anyway, but thank it's thank you again for an excellent presentation that January 7th event obviously would come fairly recently, right?

0:29:53.990 --> 0:29:56.90

Bob Cullen

It wasn't in the slides you had forwarded to me, so.

0:29:56.470 --> 0:29:58.740

Cara Marcus

We just pinned down a date.

0:29:59.670 --> 0:30:0.240

Cara Marcus

Yeah.

0:29:59.520 --> 0:30:0.400

Bob Cullen

Great, great.

0:30:0.410 --> 0:30:1.130

Bob Cullen

Well then.

0:30:0.610 --> 0:30:6.90

Cara Marcus

When I have, you know, four people presenting, I have to, you know, get on their calendars very, very early.

0:30:7.210 --> 0:30:8.300

Bob Cullen

Of course, of course.

0:30:8.310 --> 0:30:9.800

Bob Cullen

Well, thank you for letting us know that.

0:30:9.810 --> 0:30:14.30

Bob Cullen

And of course, anybody who might be interested, I would like to register for that.

0:30:14.40 --> 0:30:17.990

Bob Cullen

You have the information, I'll be sure to include that as well.

0:30:18.0 --> 0:30:21.710

Bob Cullen

In my follow up email to everyone who's who was attended here today.

0:30:22.930 --> 0:30:24.700

Bob Cullen

Umm, it sounds like a great opportunity.

0:30:24.710 --> 0:30:33.600

Bob Cullen

So thank you for bringing that to our attention too and it's always nice to know that somebody even in June has already looking ahead to early next year.

0:30:33.610 --> 0:30:34.430

Bob Cullen

So that's great.

0:30:36.810 --> 0:30:46.420

Bob Cullen

Anyway, and before I get going on, on my own slides here I do have to ask Cara just so I won't get lost in the shuffle later on.

0:30:47.10 --> 0:30:47.700

Bob Cullen

What?

0:30:47.850 --> 0:30:58.160

Bob Cullen

Just out of curiosity, what was your initial reaction when you were asked by the leadership to prepare all of this material with respect to succession planning?

0:30:58.170 --> 0:30:58.510

Bob Cullen

Was that.

0:30:58.520 --> 0:30:59.220

Bob Cullen

Oh my gosh.

0:30:59.230 --> 0:30:59.810

Bob Cullen

Or was it?

0:30:59.870 --> 0:31:0.480

Bob Cullen

I can do this.

0:31:6.910 --> 0:31:7.360

Bob Cullen

Oh gosh.

0:31:2.660 --> 0:31:8.710

Cara Marcus

Adds was a lot easier than some of the things I'm asked to provide training on some of the regulatory things.

0:31:10.50 --> 0:31:10.760

Bob Cullen

Oh, great. OK.

0:31:8.720 --> 0:31:17.520

Cara Marcus

It was fun and there was a lot of good information from TCRP and a lot of other organizations already out there, so.

0:31:18.700 --> 0:31:20.70

Bob Cullen

OK, great.

0:31:20.80 --> 0:31:20.340

Bob Cullen

Great.

0:31:20.350 --> 0:31:20.750

Bob Cullen

Thank you.

0:31:20.760 --> 0:31:22.30

Bob Cullen

I appreciate your answering that.

0:31:22.400 --> 0:31:27.490

Bob Cullen

OK, right now again, this is something from the tough act to follow. Department.

0:31:27.500 --> 0:31:28.10

Bob Cullen

I'm gonna.

0:31:28.520 --> 0:31:31.930

Bob Cullen

I have a handful of slides as well, and I'll just go through those.

0:31:32.420 --> 0:31:35.350

Bob Cullen

This is the usual challenge for me.

0:31:35.360 --> 0:31:42.710

Bob Cullen

Please keep your fingers crossed to see if I can get my own slides up here without too much too much trouble.

0:31:44.110 --> 0:31:44.610

Bob Cullen

Umm.

0:31:44.650 --> 0:31:49.20

Bob Cullen

And I will go ahead and proceed to do that.

0:31:49.30 --> 0:31:51.180

Bob Cullen

In the meantime, please free.

0:31:51.470 --> 0:31:59.830

Bob Cullen

Feel free to talk amongst your yourselves and I will get that up here, OK?

0:32:1.90 --> 0:32:2.110

Bob Cullen

And I think I have it.

0:32:4.710 --> 0:32:5.190

Bob Cullen

All right.

0:32:6.570 --> 0:32:8.940

Bob Cullen

And I don't know if any of you see it yet.

0:32:9.0 --> 0:32:10.210

Bob Cullen

It's still there. We go.

0:32:10.300 --> 0:32:10.970

Bob Cullen

I see it.

0:32:10.980 --> 0:32:12.350

Bob Cullen

Hopefully everyone else does too.

0:32:12.360 --> 0:32:14.810

Bob Cullen

If not, uh, let me know.

0:32:15.490 --> 0:32:19.540

Bob Cullen

Alright, So what I ended up doing.

0:32:19.550 --> 0:32:21.540

Bob Cullen

We care actually the, the, the, the, the.

0:32:21.550 --> 0:32:34.40

Bob Cullen

The has already done a lot of the heavy lifting in the work here in terms of succession planning, but what I'm what I like to do is build building on what she has already outlined for us with respect to knowledge management.

0:32:34.50 --> 0:32:35.450

Bob Cullen

That's what I want to focus on.

0:32:36.320 --> 0:32:51.900

Bob Cullen

Focus on here on just some of the concepts of knowledge management, trying to fit them in within the A overall a context of succession planning.

0:32:51.910 --> 0:32:54.100

Bob Cullen

So I didn't.

0:32:54.110 --> 0:32:56.640

Bob Cullen

I wouldn't say it just because of time constraints.

0:32:56.650 --> 0:33:10.550

Bob Cullen

Now, I didn't take a deep dive into all this, but I like to say I took at least a moderate dive into it in terms of some of the research and examples, so I'll go ahead and go through that now and go with the first slide here.

0:33:10.560 --> 0:33:11.750

Bob Cullen

Hopefully everybody can see it.

0:33:11.760 --> 0:33:16.190

Bob Cullen

OK, I have my own definition of succession planning.

0:33:16.200 --> 0:33:19.550

Bob Cullen

Here are the more particularly the first bulleted point.

0:33:19.560 --> 0:33:28.930

Bob Cullen

I'm not gonna read through it, though, because Cara has already done a wonderful job. I'm providing a definition of succession planning.

0:33:28.940 --> 0:33:30.810

Bob Cullen

The one thing I so I won't.

0:33:30.820 --> 0:33:31.690

Bob Cullen

I won't read it there.

0:33:31.700 --> 0:33:32.500

Bob Cullen

It's up there anyway.

0:33:32.510 --> 0:33:35.710

Bob Cullen

On the slide, I will say though, I thought it was.

0:33:37.460 --> 0:33:45.650

Bob Cullen

All well and good that both Cara and I used the phrase high potential employees in in in our respective definitions there.

0:33:45.660 --> 0:33:48.750

Bob Cullen

So I thought that was interesting.

0:33:49.270 --> 0:33:51.540

Bob Cullen

Uhm, anyway though.

0:33:51.610 --> 0:33:53.440

Bob Cullen

But I like to do though is.

0:33:53.490 --> 0:33:55.920

Bob Cullen

Maybe I'm not going to that definition at the top there.

0:33:55.930 --> 0:34:4.540

Bob Cullen

I would like to at least follow up on a couple of the all the specifically, the three bulleted points that come after that, that definition.

0:34:4.550 --> 0:34:11.130

Bob Cullen

I just want to amplify the significance of each, and again, I'm following to an in a way.

0:34:11.140 --> 0:34:12.770

Bob Cullen

And what Cara has already?

0:34:15.470 --> 0:34:16.810

Bob Cullen

Discussed with all of us.

0:34:16.820 --> 0:34:18.80

Bob Cullen

Uh, first of all, umm.

0:34:18.300 --> 0:34:19.220

Bob Cullen

Succession plan.

0:34:19.230 --> 0:34:28.160

Bob Cullen

It is indeed the gathering of valuable knowledge and making it easily findable and accessible across departments and our divisions.

0:34:28.170 --> 0:34:53.110

Bob Cullen

Whatever you're phrase is in your own workplace with respect to succession planning and findability and accessibility are two of the that the key things that I think that those of us in, in our community do really do our can bring to the succession planning process the next couple of bolted lines and sharing a smooth transition of employees in the pivotal positions as they become available.

0:34:53.120 --> 0:34:55.240

Bob Cullen

Again, Cara. Really.

0:34:55.590 --> 0:35:0.550

Bob Cullen

Umm, I'm underscored of the importance of all of that.

0:35:0.670 --> 0:35:14.600

Bob Cullen

And the final one is, is, is, is really what I think, umm, underpins what succession planning at you know when all is said and done is all about maintaining continuity while also minimizing disruptions.

0:35:14.610 --> 0:35:16.630

Bob Cullen

We want to keep things flowing and hopefully not.

0:35:16.850 --> 0:35:20.910

Bob Cullen

Umm uh, it had had too many obstacles along the way.

0:35:20.920 --> 0:35:36.550

Bob Cullen

So those are the two things I will actually the three things, but mainly the last two bulleted points that I I just wanted to bring to everyone's attention in terms of knowledge management care, again more than set the stage for me here.

0:35:36.560 --> 0:35:43.940

Bob Cullen

She did cite some great illustrations of knowledge management and action there.

0:35:43.950 --> 0:35:44.390

Bob Cullen

What?

0:35:44.400 --> 0:35:48.550

Bob Cullen

It's about in this in this whole sphere of activity.

0:35:49.60 --> 0:35:52.610

Bob Cullen

This is my definition of knowledge management.

0:35:52.620 --> 0:35:56.90

Bob Cullen

I came up with and again as I go through these definitions.

0:35:57.10 --> 0:36:2.300

Bob Cullen

Am I in a lot of ways this is definitely appropriately so.

0:36:2.310 --> 0:36:17.890

Bob Cullen

I guess on the job training for me in terms of just trying to get my arms around succession planning and also when it comes to talking about some of these knowledge concepts, I am, I am.

0:36:17.900 --> 0:36:19.890

Bob Cullen

I'm still very much I'm.

0:36:19.900 --> 0:36:30.590

Bob Cullen

I'm learning here and in all of this and if anybody wants it, gently push back and any other things that say over the next couple of slides I'm more than open to that.

0:36:30.700 --> 0:36:37.830

Bob Cullen

I just want to at least just share what has become some of my at least this point in time.

0:36:37.840 --> 0:36:48.840

Bob Cullen

Some of my own views on the process and where we have probably the, but I would think it's potentially the most optimal kind of have a role to play.

0:36:49.230 --> 0:37:1.200

Bob Cullen

So knowledge management system, manic custodianship and dissemination of an organization's informational assets for the purpose of meeting strategic and tactical requirements.

0:37:1.210 --> 0:37:10.380

Bob Cullen

And of course, the strategic aspect was something that that Cara certainly emphasized during the course of her presentation.

0:37:12.90 --> 0:37:16.780

Bob Cullen

The next slide, I again have the same it's the same definition of knowledge management.

0:37:16.790 --> 0:37:45.910

Bob Cullen

I kept it up there, but I also want to tie it in with one of the leading components of knowledge management and I see this as really going a long way towards really defining specifically what, what, what, what the role of librarians informational for information professionals can play in the whole uh succession planning process from start to finish.

0:37:45.920 --> 0:38:0.450

Bob Cullen

And I guess beyond and so in terms of knowledge transfer, this is what I came up and with in terms of a definition, again keeping succession planning, in particular in mind and here it is and it's up there too.

0:38:0.460 --> 0:38:1.470

Bob Cullen

Of course I'll read it.

0:38:1.780 --> 0:38:12.730

Bob Cullen

I'll acknowledge transfer is a leading component of knowledge management that serves as the bridge, the organizational connectivity, if you will, between people and stored information.

0:38:12.740 --> 0:38:23.750

Bob Cullen

When it comes to succession planning now, it's transfer facilitates the movement of crucial information between current or former employees and those who will assume the roles and responsibilities.

0:38:24.140 --> 0:38:28.960

Bob Cullen

And of course, succession planning can involve any number of scenarios.

0:38:29.440 --> 0:38:38.460

Bob Cullen

And employees are still who are still there at the workplace, but basically inching closer to the exit door.

0:38:38.650 --> 0:38:41.780

Bob Cullen

Other employees who, for various reasons, are no longer working there.

0:38:41.790 --> 0:39:2.670

Bob Cullen

Any number of scenarios that I won't go into detail about, but, but that's what I wanted to emphasize, especially with the final part of that, that definition again, I'm just trying to cultivate the employees who will the newer employees who will, I'm a step in and step into those positions.

0:39:4.680 --> 0:39:8.770

Bob Cullen

And haven't talked about knowledge management and knowledge transfer.

0:39:9.460 --> 0:39:27.830

Bob Cullen

I now want to get into particular types of knowledge and what my what my own sense is about which types of knowledge are more relevant to the role of a librarian when it when it comes to succession planning efforts.

0:39:27.840 --> 0:39:29.190

Bob Cullen

So and again.

0:39:30.470 --> 0:39:33.320

Bob Cullen

This is what I have to say about it.

0:39:33.330 --> 0:39:46.480

Bob Cullen

I am open to any additions or objections or anything else that might need to you that you feel might need to be changed here.

0:39:46.490 --> 0:39:47.620

Bob Cullen

So it's not written in stone.

0:39:47.630 --> 0:39:49.140

Bob Cullen

I guess that's the point I'm trying to make here.

0:39:50.70 --> 0:39:51.640

Bob Cullen

Umm, there we go.

0:39:51.970 --> 0:40:1.440

Bob Cullen

Major types of knowledge and of course there are quite a few types of knowledge under the knowledge management on umbrella are knowledge transfer for that matter.

0:40:2.10 --> 0:40:9.880

Bob Cullen

I'm going to go ahead and go through these and where I think they fit in within succession planning initiatives.

0:40:9.950 --> 0:40:23.150

Bob Cullen

The first is explicit knowledge that is structural knowledge that is easily captured within various documents and other resources and recently made retrievable for the retention of intellectual capital.

0:40:24.430 --> 0:40:27.700

Bob Cullen

And of course I give examples of each there.

0:40:27.970 --> 0:40:34.970

Bob Cullen

Various documents can be manuals, reports, guides, whether in digitized form or a.

0:40:35.430 --> 0:40:42.240

Bob Cullen

Still, in some kind of print version and also other resources and I just do these off the top of my head.

0:40:42.250 --> 0:40:45.370

Bob Cullen

I mean, you got videos, a little types of film footage.

0:40:45.380 --> 0:40:48.500

Bob Cullen

Images could be photographs, maps, that kind of thing.

0:40:49.410 --> 0:41:22.20

Bob Cullen

So that's explicit knowledge, and I think that this is very much within the lane that, that, that librarians are really have available in terms of having a seat at the table when it comes to succession planning and would start explicit knowledge is really it's about the concrete of course and the practical and I think that umm, I'm Cara again.

0:41:22.30 --> 0:41:23.260

Bob Cullen

I did a wonderful job.

0:41:23.270 --> 0:41:26.800

Bob Cullen

Really, really, highlighting all that. I'm.

0:41:26.810 --> 0:41:34.170

Bob Cullen

I'm I do have a copy of her slides here, and even especially I think in the section when she was talking about what should be included in the succession plan.

0:41:34.180 --> 0:41:35.490

Bob Cullen

That, and that's a key example.

0:41:36.330 --> 0:41:58.360

Bob Cullen

Umm, I mean, with Karen has done overall there on behalf of her employer it's a very significant example I think of what we can do with respect to having that that seat at the table where there was succession planning and really making it making an impact.

0:41:58.370 --> 0:42:19.220

Bob Cullen

But I think that she's certainly umm and I'm thankful for this, since he's certainly help helps make the strong case about the role of explicit knowledge and all of this explicit knowledge is something that we certainly have in abundance supply both individually and collectively.

0:42:19.900 --> 0:42:23.650

Bob Cullen

Uh, next, I want to go to and I'm being thankful of the time here.

0:42:23.660 --> 0:42:24.470

Bob Cullen

Tacit knowledge.

0:42:24.480 --> 0:42:30.230

Bob Cullen

Tacit knowledge is intangible form of knowledge that really it's not documentable.

0:42:30.240 --> 0:42:34.670

Bob Cullen

It is instead, information acquired through experience and intuitively understood.

0:42:34.990 --> 0:42:40.880

Bob Cullen

This type of knowledge is a lot tougher to articulate and codify, and tacit knowledge.

0:42:40.890 --> 0:42:43.570

Bob Cullen

It's also, I've seen other ways of it's been described.

0:42:43.580 --> 0:42:53.510

Bob Cullen

It's been characterized as unique knowledge as implicit knowledge, implicit as a counteract of sorts to of explicit I would.

0:42:53.520 --> 0:43:1.170

Bob Cullen

I would say though that I I don't think that tacit knowledge is really something that all of us really would need to be concerned about.

0:43:1.860 --> 0:43:17.680

Bob Cullen

It you know, it's almost about, I wouldn't say the mind reading part, but it's about just kind of between the lines there, the intuitive sense umm and just things that aren't documentable.

0:43:17.690 --> 0:43:19.250

Bob Cullen

I guess that's the best way to describe it.

0:43:19.260 --> 0:43:20.530

Bob Cullen

There's extra work and effort.

0:43:20.540 --> 0:43:38.370

Bob Cullen

Tacit Knowledge Now has its benefits, but I think it seems to me it's almost like a slippery slope into the anecdotes into the war stories and to and to really trying to figure out hidden meanings and that kind of thing, whereas explicit knowledge I think is the thing that should be more front and center.

0:43:38.380 --> 0:43:40.90

Bob Cullen

That's not to take away from tacit knowledge.

0:43:40.100 --> 0:43:46.920

Bob Cullen

I mean, you know, like we could coordinate brown bag lunches among various offices and divisions.

0:43:46.930 --> 0:43:56.840

Bob Cullen

But if a veteran employee who might be on the way out because of retirement can share just some of the favorite memories or experiences, that kind of thing.

0:43:56.850 --> 0:44:1.80

Bob Cullen

But I think tacit knowledge for the most part, I'm inclined just to leave off the table there.

0:44:1.350 --> 0:44:10.680

Bob Cullen

The final thing I have here and I did actually just come up with this, I wouldn't say I invented it from whole cloth.

0:44:10.690 --> 0:44:18.550

Bob Cullen

I kind of picked up on I've done the research, didn't quite have a name though that I could find, so I'm leaving this as cultural knowledge.

0:44:18.880 --> 0:44:26.290

Bob Cullen

If any of you find come across some place, a website or somewhere that has cultural knowledge in it, so be it.

0:44:26.300 --> 0:44:28.380

Bob Cullen

But I'll enjoy my 15 minutes of feeling.

0:44:28.390 --> 0:44:31.40

Bob Cullen

I have ownership in the freight and the definition here.

0:44:32.290 --> 0:44:37.240

Bob Cullen

Cultural knowledge is understand the overall dynamics and informal rules and rituals that your workplace.

0:44:37.250 --> 0:44:46.780

Bob Cullen

It's about things like expectations, some traditions that that time honored phrase, office politics.

0:44:46.790 --> 0:44:53.140

Bob Cullen

We all have, have, I'm sure, have that sense of what cultural knowledge is, because we get to experience it.

0:44:53.310 --> 0:44:54.780

Bob Cullen

Umm, where, where?

0:44:54.790 --> 0:45:3.840

Bob Cullen

Wherever we, wherever we work, I think my, my, my basic point here is I think that's something that does need to be, uhm, need to be kept in mind.

0:45:3.990 --> 0:45:7.960

Bob Cullen

There is a very much a high ratio of the intangible in here.

0:45:7.970 --> 0:45:12.780

Bob Cullen

So in a way, I said that we really shouldn't, we should focus more on explicit knowledge and tacit knowledge.

0:45:12.790 --> 0:45:22.630

Bob Cullen

Yeah, I come with something here that's sometimes it's been grouped with taskset knowledge, but I thinking about it, I think cultural knowledge really does need to be kept in mind.

0:45:22.640 --> 0:45:39.880

Bob Cullen

Yes, or intangibles, but you really have to understand in appreciate the environment in which you work and again what the what the dynamics are and how you're going to be able to navigate your way through trying to trying to effectively assist with succession planning efforts.

0:45:39.890 --> 0:45:43.220

Bob Cullen

You have to start with knowing the environment you're at.

0:45:43.230 --> 0:45:44.440

Bob Cullen

Organizational environment.

0:45:44.450 --> 0:45:50.820

Bob Cullen

That's matter of fact, was the helpful phrase that I, Cara used at one point in their presentation.

0:45:51.690 --> 0:46:10.400

Bob Cullen

So in other words, I would leave tacit knowledge aside, of course, explicit knowledge are very much umm a centerpiece here, but I would also one way another try to attach cultural knowledge as part of this as part of all of this.

0:46:10.410 --> 0:46:13.540

Bob Cullen

So, he says, do I get?

0:46:13.550 --> 0:46:14.660

Bob Cullen

Yeah, I got it here.

0:46:14.730 --> 0:46:17.660

Bob Cullen

So it's here's what I propose to do.

0:46:17.750 --> 0:46:18.830

Bob Cullen

Or what I actually did do.

0:46:18.840 --> 0:46:20.820

Bob Cullen

Anyway, I went beyond just proposing it.

0:46:20.950 --> 0:46:25.820

Bob Cullen

I have again the definition of explicit knowledge here and right underneath the both the point.

0:46:25.830 --> 0:46:28.260

Bob Cullen

That's the definition of cultural knowledge.

0:46:28.270 --> 0:46:32.540

Bob Cullen

In other words, I see cultural knowledge as being maybe a subset of explicit knowledge.

0:46:32.550 --> 0:46:38.420

Bob Cullen

I mean, kind of widening the definition of explicit knowledge, but I think cultural knowledge needs to be put in there too.

0:46:38.430 --> 0:47:0.790

Bob Cullen

I think one way I would really break down the two is that explicit college is really about the content, the that's the substance, the concrete information that we can serve as both resources and repositories for however, cultural knowledge has its place too, and if explicit knowledge is about the content, cultural knowledge is about the context.

0:47:0.800 --> 0:47:16.240

Bob Cullen

In other words, we really have to be, as always mindful of the workplace and the where and when which we are in which we exist and we can't leave that out of the equation.

0:47:16.490 --> 0:47:19.820

Bob Cullen

So that's what I would propose to do there.

0:47:19.830 --> 0:47:23.140

Bob Cullen

So I'm actually coming down to my last slide.

0:47:23.150 --> 0:47:33.240

Bob Cullen

I think we have about 10 minutes or so left, so I'll try to wrap this up and really in terms of what I have here.

0:47:35.370 --> 0:47:37.520

Bob Cullen

And I'm not sure I am.

0:47:37.590 --> 0:47:42.100

Bob Cullen

I'm getting to that final slide.

0:47:42.110 --> 0:47:42.880

Bob Cullen

Maybe here we go.

0:47:42.890 --> 0:47:43.340

Bob Cullen

Here we go.

0:47:43.350 --> 0:47:44.980

Bob Cullen

OK, there we go.

0:47:45.70 --> 0:47:46.340

Bob Cullen

Alright, I'm.

0:47:46.350 --> 0:47:49.280

Bob Cullen

I'm still on the learning curve when it comes to Microsoft Teams too.

0:47:49.570 --> 0:47:50.920

Bob Cullen

OK, this is the final slide.

0:47:50.930 --> 0:48:12.790

Bob Cullen

The importance of life variants and organizational connectivity skills and succession planning, and I'll just I'm trying to your attention where I have up here of partnering in the construction and maintenance of a stable practical culturally embedded framework or of a four knowledge transfer and succession planning initiatives.

0:48:12.800 --> 0:48:15.760

Bob Cullen

That's how I got the cultural knowledge in there.

0:48:15.930 --> 0:48:19.620

Bob Cullen

The idea of culturally embedded, so I had to work that in there somehow.

0:48:20.210 --> 0:48:32.900

Bob Cullen

The second vote, that point is, it's actually something I'm not gonna elaborate on it, but it's one of the ways that I think that that, that we can really play that critical role and some of you probably do this already.

0:48:33.50 --> 0:48:57.200

Bob Cullen

It's filling in as much as possible the existing know how and how to gaps and institutional knowledge within that that that a framework of knowledge transfer, in other words, finally out what's missing, what's not quite explained, I think care of what Cara has presented to us really shows how those gaps can be filled or things can be addressed to make sure there aren't any missing pieces there.

0:48:57.490 --> 0:49:0.530

Bob Cullen

That is all I have that is the final slide.

0:49:0.580 --> 0:49:3.550

Bob Cullen

I'm gonna go ahead and stop sharing.

0:49:3.880 --> 0:49:9.610

Bob Cullen

I'm becoming a pro at this now and we do have a little bit of time with anybody.

0:49:9.620 --> 0:49:14.80

Bob Cullen

Has any questions or comments for Karen and me are just anything to share.

0:49:14.90 --> 0:49:19.550

Bob Cullen

Please let us know if you can do the show of hands there.

0:49:21.460 --> 0:49:24.770

Bob Cullen

And I thank all of you for your time here.

0:49:24.780 --> 0:49:29.710

Bob Cullen

And I believe that Gabby has something to ask us or say to us.

0:49:29.720 --> 0:49:30.320

Bob Cullen

Go ahead, Gabby.

0:49:31.200 --> 0:49:36.70

Hysong, Gabi

Yes, I this was very interesting and I've I've looked into this before.

0:49:36.140 --> 0:49:43.770

Hysong, Gabi

However, I'm a solo librarian and I don't know if you have any solos, but I think I can take, you know, the succession plan.

0:49:44.300 --> 0:49:57.240

Hysong, Gabi

And since you list objectives and what people have to do in the in the various positions, whether you're a catalog or researcher, et cetera.

0:49:57.390 --> 0:50:12.250

Hysong, Gabi

So this just reminded me that I need to update my work instructions, my work plans anything, so that if I get hit by a bus tomorrow, they would be able to fill my position.

0:50:12.550 --> 0:50:22.650

Hysong, Gabi

The tacit knowledge, of course, will be stuck in my head and cultural knowledge, but at least another librarian can look at the instructions and go.

0:50:22.660 --> 0:50:33.930

Hysong, Gabi

OK, I know what I need to do as a librarian, but these are the issues that are peculiar, a peculiar to our company or this is how this functions.

0:50:33.940 --> 0:50:36.80

Hysong, Gabi

You know, it's like, how do I do the budget?

0:50:36.90 --> 0:50:37.600

Hysong, Gabi

Who does that go to etcetera.

0:50:37.610 --> 0:50:38.440

Hysong, Gabi

So thank you.

0:50:38.450 --> 0:50:39.370

Hysong, Gabi

I really appreciate it.

0:50:41.620 --> 0:50:42.60

Cara Marcus

Yeah.

0:50:42.70 --> 0:50:46.270

Cara Marcus

And you know, you certainly won't be hit by a bus tomorrow, Gabby.

0:50:57.920 --> 0:50:58.30

Bob Cullen

You.

0:50:46.280 --> 0:50:58.470

Cara Marcus

But just remember, when you update your document to share it with I'm somebody else that your organization because we usually have to log in to get our own resources.

0:51:9.420 --> 0:51:9.550

Bob Cullen

Yeah.

0:51:9.100 --> 0:51:9.570

Hysong, Gabi

Yes.

0:50:58.480 --> 0:51:10.230

Cara Marcus

And if you want to make sure, just like somebody else has your emergency house key, maybe somebody else has your planning document even though you're so lucky.

0:51:9.580 --> 0:51:11.430

Hysong, Gabi

Yeah, yeah, yeah.

0:51:11.440 --> 0:51:16.730

Hysong, Gabi

They would have access to that particular folder on our shared drive, on our network, et cetera.

0:51:16.740 --> 0:51:22.880

Hysong, Gabi

So and that would be my manager and who knows somebody else.

0:51:22.890 --> 0:51:26.590

Hysong, Gabi

But yeah, that way they have access to those documents.

0:51:26.600 --> 0:51:27.380

Hysong, Gabi

So thank you.

0:51:28.600 --> 0:51:29.270

Bob Cullen

Same thing.

0:51:29.380 --> 0:51:29.910

Bob Cullen

Thank. Thank.

0:51:29.920 --> 0:51:42.170

Bob Cullen

Thank you, Cara, for addressing that and I like the house key imagery by the way, and thank you, Gabby for your own feedback that greatly appreciate it.

0:51:42.180 --> 0:51:45.250

Bob Cullen

And first of all, Gabby, I don't think you're getting hit by a bus.

0:51:49.290 --> 0:51:49.540

Hysong, Gabi

No.

0:51:45.260 --> 0:51:50.780

Bob Cullen

I'm not sure whose voice even has buses, so hopefully that that that that's fit you in good shape.

0:51:50.820 --> 0:51:51.590

Bob Cullen

OK.

0:51:51.860 --> 0:51:52.440

Bob Cullen

And I'm.

0:51:51.980 --> 0:51:54.20

Hysong, Gabi

You know, an engine might fall off a plane.

0:51:54.510 --> 0:51:55.370

Hysong, Gabi

I'm just kidding.

0:51:54.600 --> 0:51:56.40

Bob Cullen

Uh, I don't know.

0:51:56.70 --> 0:51:56.820

Bob Cullen

Don't want that.

0:51:57.820 --> 0:51:58.440

Hysong, Gabi

Just kidding.

0:51:57.290 --> 0:52:1.580

Bob Cullen

Don't want that, but I do appreciate your feedback, Gabby.

0:52:1.590 --> 0:52:3.700

Bob Cullen

I mentioned before, I was thinking of you earlier today.

0:52:3.710 --> 0:52:4.990

Bob Cullen

Of course, I always think of you, Gabby.

0:52:5.0 --> 0:52:30.110

Bob Cullen

But I was thinking of you earlier today, just in terms because I, I know it's particularly with what you've shared with us here and also with another venues such as SLA, about the workplace culture and also just about the outreach and engagement I thought well, I hope Gabby is here today and I'm glad that you were and it's and all the more as like as I appreciate the points you brought to everyone's attention just now.

0:52:30.180 --> 0:52:30.680

Bob Cullen

So thank you.

0:52:31.600 --> 0:52:33.980

Bob Cullen

And that's anybody.

0:52:33.990 --> 0:52:34.870

Bob Cullen

Ohh, you got a heart.

0:52:34.880 --> 0:52:35.310

Bob Cullen

Alright.

0:52:36.320 --> 0:52:38.540

Bob Cullen

Does anybody else have any comments or questions?

0:52:38.550 --> 0:52:39.770

Bob Cullen

I got a couple of minutes here.

0:52:39.900 --> 0:52:48.460

Bob Cullen

I will also want to I actually have a couple of things, but I guess one of the things I just want to ask and of course we don't have, we don't have all that much time in the hour.

0:52:48.470 --> 0:52:55.410

Bob Cullen

Time flies too quickly, but I don't know if anybody has any other any experiences that they might have or want to share.

0:52:55.420 --> 0:52:56.140

Bob Cullen

Again, this is not.

0:52:56.150 --> 0:52:58.310

Bob Cullen

This is just a milestone as far as I'm concerned.

0:52:58.320 --> 0:53:2.310

Bob Cullen

In the TLR and success succession plan is a milestone, not a capstone.

0:53:2.320 --> 0:53:4.300

Bob Cullen

This isn't the final say or anything like that.

0:53:4.940 --> 0:53:7.290

Bob Cullen

Umm, there is a.

0:53:7.340 --> 0:53:41.800

Bob Cullen

I'll stop talking if I see a hand raised, but one of the one of the slides I did end up leaving out and it's actually something I included in part of the presentation I gave about a year ago, TLR presentation gave about a year ago and that of course it was on somewhat different manner, but it was just what I see is and I still see it as our own communities and he's trying to send two of them here that I that I end up making notes on just because I think they really.

0:53:41.910 --> 0:53:46.240

Bob Cullen

Do dovetail nicely with the whole succession planning theme are the following.

0:53:46.850 --> 0:53:54.980

Bob Cullen

In other words, you know we have our own respective workplaces to work at, mindful the culture and the specific needs and everything.

0:53:55.230 --> 0:54:6.480

Bob Cullen

But we also have we have each other, we have the, the entire Community to rely on as well in terms of exchanging information, best practices or just asking for assistance.

0:54:6.680 --> 0:54:19.800

Bob Cullen

But with one thing or another that might involve as the succession planning efforts and so in our key strengths as far as that goes and I haven't written down here as follows, we do have a shared knowledge base that's both wide and deep.

0:54:19.810 --> 0:54:34.460

Bob Cullen

We really do have a tremendous of pool of institutional knowledge that we each bring to our table and also a strong sustained system of mutual support.

0:54:34.470 --> 0:54:46.420

Bob Cullen

And I think as always one of my key examples of that, I mean of course you know I, I'd like to promote the TLR for obvious reasons and also the NTKN and various other initiatives.

0:54:46.430 --> 0:54:51.660

Bob Cullen

But I think that that the lists are we have really illustrates because we are always there to help each other.

0:54:51.670 --> 0:54:52.460

Bob Cullen

And that's my point.

0:54:52.470 --> 0:55:0.810

Bob Cullen

Also about succession planning, even for those of us who are still trying to get a handle on it, at least we have that as a resource to ask for help.

0:55:0.820 --> 0:55:10.50

Bob Cullen

Or can, uh, even if it's just to run ideas past our colleagues here about whether I'm on the right track.

0:55:10.60 --> 0:55:11.830

Bob Cullen

You with respect to helping out with those.

0:55:13.70 --> 0:55:15.70

Bob Cullen

Organizational kind of activity.

0:55:15.140 --> 0:55:16.890

Bob Cullen

Umm issues there?

0:55:16.900 --> 0:55:20.0

Bob Cullen

So we are at the top of the hour.

0:55:20.10 --> 0:55:27.210

Bob Cullen

So I think we will wrap it up now, but again I want to thank all of you for taking the time to join us today.

0:55:27.220 --> 0:55:29.370

Bob Cullen

I hope you found something very worthwhile here.

0:55:29.380 --> 0:55:39.270

Bob Cullen

I certainly did not necessarily during my own segment, but certainly with Cara, I can't think Cara enough as always for being willing to pitch in and help.

0:55:39.280 --> 0:55:52.250

Bob Cullen

And beyond that actually really showing, I'm showing and discussing some very valuable information for all of us that we can take back to our own jobs and then to our other pursuits to.

0:55:51.590 --> 0:55:52.960

Cara Marcus

And you too, Bob.

0:55:52.970 --> 0:55:58.960

Cara Marcus

I thoroughly enjoyed your presentation and I like the division of knowledge that you stratified.

0:55:59.230 --> 0:56:1.970

Cara Marcus

That's really helpful when you're thinking about succession planning.

0:56:3.380 --> 0:56:3.930

Bob Cullen

Thank you.

0:56:4.0 --> 0:56:5.180

Bob Cullen

I appreciate that.

0:56:6.160 --> 0:56:11.570

Bob Cullen

So we are gonna go ahead and wrap it up here, then you know, the time does fly too quickly, but that's OK.

0:56:11.580 --> 0:56:13.110

Bob Cullen

I always look forward the TLS.

0:56:13.120 --> 0:56:14.350

Bob Cullen

I'm so thrilled to be back.

0:56:14.360 --> 0:56:15.70

Bob Cullen

I'm so thrilled.

0:56:15.80 --> 0:56:18.510

Bob Cullen

So many people showed up after we had to take that two month break.

0:56:18.520 --> 0:56:21.430

Bob Cullen

I appreciate everyone's patience and understanding with that.

0:56:22.180 --> 0:56:27.790

Bob Cullen

So before we do officially close, just want to go through a couple of.

0:56:28.740 --> 0:56:33.930

Bob Cullen

I just a couple of calendar items I guess, and I think I've already mentioned these in the announcements.

0:56:33.940 --> 0:56:37.20

Bob Cullen

Our next LR is gonna be on Thursday, July 25th.

0:56:37.30 --> 0:56:38.430

Bob Cullen

That's among other things.

0:56:38.440 --> 0:56:41.480

Bob Cullen

And now we have a federal holiday here in United States next month.

0:56:41.490 --> 0:56:46.490

Bob Cullen

We also have SLA for a few of us at least will be at that.

0:56:46.500 --> 0:56:48.870

Bob Cullen

So we're gonna have it the last Thursday of the month.

0:56:49.340 --> 0:56:56.30

Bob Cullen

Susan Howard, who is AASHTO's director of policy and government relations, has agreed to be a speaker that day.

0:56:56.40 --> 0:56:59.30

Bob Cullen

She's going to be following in the footsteps of her predecessor Junglee.

0:56:59.40 --> 0:57:10.300

Bob Cullen

If you some of you might recall, has given similar presentations on the past on transportation oriented legislation at the federal level, I expect she's gonna specific to our own community.

0:57:10.310 --> 0:57:16.340

Bob Cullen

She's gonna talk about research and development proposals and issues, so please mark your calendars for that.

0:57:16.490 --> 0:57:31.70

Bob Cullen

And then in August, on August 8th, Thursday, August 8th, I'm Jessie, Ann, Long Data curation library for the for NTLM is gonna be our speaker and please keep on the lookout for further details about her presentation.

0:57:31.80 --> 0:57:32.930

Bob Cullen

I'm not sure she's even here today, but I'm.

0:57:32.940 --> 0:57:35.690

Bob Cullen

In any case, I will keep you up to date on that.

0:57:36.230 --> 0:57:39.710

Bob Cullen

I think that's all I have on behalf of myself and David Ganz.