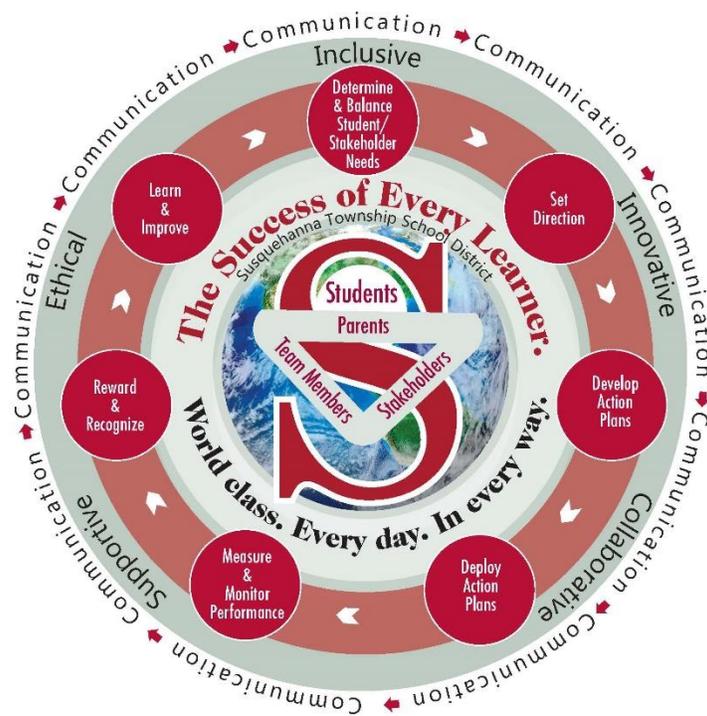


Susquehanna Township School District Leader Development and Succession Planning



Leadership Model

Our Mission:

The Success of Every Learner.

Our Vision:

World Class. Every Day. In Every Way.

Core Values:

Every learner deserves a world class education.

We will be a leader in innovation and technology.

The learning environment must be safe and supportive.

Our diversity is our strength.

Community partnerships are vital to our success.

We will act ethically at all levels of the organization.

Background

According to Levs (2016), most school districts treat hiring of administrators as a ‘replacement filling’ (p.55), waiting for a position to open before searching for candidates. Schechter and Tischler (2007) assert, “The growing complexity of schoolwork in the current turbulent and unstable environment requires schools to plan for both structural and pedagogical changes” (p. 2). In addition, Schechter and Tischler (2007) state that leadership succession, or lack thereof, affects the stability of the organization.

Levs (2016) recommends several best practices in developing a succession plan. Levs recommends that an organization evaluate the purpose, goals, and expectations of the succession plan and then write a mission statement. Lev recommends that districts plan for the future and build a leadership philosophy that will drive the success of the organization. Effective employee evaluations and honest assessment of the depth of leadership capabilities within the organization are necessary succession planning practices. Leadership development to fill competency gaps through individualized transition plans should be included in the plan, as well. Conger and Fulmer (2003) confirm this and found that “by marrying succession planning and leadership development, you get the best of both: attention to the skills required for senior management positions along with an educational system that can help managers develop those skill” (p. 3). The final step in an effective succession plan is ongoing re-evaluation of the plan.

As such, this document describes the succession planning process for STSD.

References

Levs, M.L. (2016, December). Stepping up to leadership. *District Administration*.

Schechter, C., & Tischler, I. (2007). Organizational learning mechanisms and leadership succession: Key elements of planned school change. *Educational Planning*, 16(2), 1-7.

Goals

Supporting the STSD's Mission, Vision, and Core Values

1. Meet the leadership development needs of the district to positively affect key stakeholder engagement.
2. Prepare the district for future vacancies in key leadership positions.

Leadership Philosophy

Servant leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.

A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the "top of the pyramid," servant leadership is different. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.

The ten characteristics of servant leaders are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of others, and building community. Leadership experts such as Bolman, Deal, Covey, Fullan, Sergiovanni, and Heifetz also reference these characteristics as essential components of effective leadership. Unlike leadership approaches with a top-down hierarchical style, servant leadership instead emphasizes collaboration, trust, empathy, and the ethical use of power.

Servant leadership supports the development of individuals to become Level 5 leaders. The concept of Level 5 Leadership was created by business consultant, Jim Collins. He wrote about it in a well-respected 2001 Harvard Business Review article, and published his research in his popular book, "From Good to Great." He found that these leaders have humility, and they don't seek success for their own glory; rather, success is necessary so that the team and organization can thrive. They share credit for success, and they're the first to accept blame for mistakes.

Servant leadership supports the mission, vision, and values of STSD in every aspect. As such, STSD seeks to develop its current and future leaders to understand and hone their skills in servant leadership.

Strategies

Defining processes and methods to meet leader development and succession planning objectives

The following strategies define the processes and methods to be used in addressing the Succession Plan objectives.

- Identify critical positions that can potentially impact business operations (e.g., financial operation, process efficiencies, loss of institutional knowledge, etc) due to retirement, attrition and voluntary/involuntary separation. A critical position is one that, if it were vacant, would have a significant impact on the district's ability to conduct normal business.
- Identify success factors for critical positions to assess position impact and vacancy risks. Determining whether there are one or more succession candidates ready to successfully assume the role and responsibilities is the primary function of assessing leadership talent.
- Outline the development strategies for identified talent pool based on required business needs and leadership potential.
- Provide tools and resources to capture, retain, and transfer institutional knowledge. This ensures that key institutional knowledge and information is transferred appropriately to successors.
- Monitor and evaluate the strategies implemented to close identified and prioritized talent gap(s). It is important to regularly evaluate the succession planning process to ensure effectiveness.

2017-2018 Objectives - Timeline

1. Establish a succession planning team.

Person Responsible	Resources Needed
Sup./Asst. Sup./Dir. of HR	None
Evaluation method: Established and first meeting held by February 28, 2017	Strategic objective: Leadership

2. Seek the buy-in and support at all levels through a communication strategy that will help inform key stakeholders, employees and management about the purpose and value of succession planning as well as the objectives, specific framework content and how it will be implemented.

Person Responsible	Resources Needed
Dir of HR/PE Coord.	None
Evaluation method: Communication to board/leaders/employees by February 22, 2017	Strategic objective: Team member engagement

3. Identify critical (key) positions. In general, the following interpretations can be made about critical positions: Single incumbent, Specialized Knowledge, Retirement Vulnerable, Risk of Attrition.

Person Responsible	Resources Needed
Sup./Asst. Sup./Dir. of HR/All leaders	Position Inventory (Appendix A)
Evaluation method: Completed by March 15, 2017	Strategic objective: Leadership

4. Review the critical positions identified from the Position Inventory and complete critical position success profile. Document all education, experiences, key competencies and other factors necessary for success of each critical position. The position success profile will be used to evaluate current and potential successors and the types of development that will be needed for successful transition.

Person Responsible	Resources Needed
Sup./Asst. Sup./Dir. of HR/All leaders	Competency Assessment Profile (Appendix B)
Evaluation method: Completed by Completed by March 22, 2017	Strategic objective: Team member engagement

5. Select high-potential employees for a leadership talent pool. These employees will receive enhanced development opportunities.

- STSD will be expending significant resources on the enhanced development of those in the talent pool – it is important to include only those who have real potential for leadership positions.
- Ensure that the selection process results in a diverse group of employees to include in the talent pool.

a. Succession planning team establishes nomination criteria.

Employee requirements to consider include:

- Educational level/degrees
- Years with the agency
- Current or prior supervisory experience
- Classification level

It is important to remember that you are basing your criteria on the future potential of the employee, rather than their current capacity.

Person Responsible	Resources Needed
Succession Planning Team	None
Evaluation method: Completed by March 31, 2017	Strategic objective: Team member engagement

b. Management Nomination/Self Nomination: Employees can nominate themselves to the talent pool and managers can nominate employees from within their organizational units. In both cases, nominees would have to satisfy the nomination criteria the Succession Planning Team established for the pool.

Inviting employees to nominate themselves sends an important message about the openness of your process. Some employees may be too modest to nominate themselves; inviting management-initiated nominations may include some high-potentials who would not have self-nominated.

Person Responsible	Resources Needed
Superintendent/Dir of HR	Talent Pool Nomination Form (Appendix C); Talent Pool Applicant Profile (Appendix D)
Evaluation method: Communication sent out by April 7, 2017	Strategic objective: Team member engagement

c. Succession Planning Team screens nominees.

Person Responsible	Resources Needed
Succession Planning Team	All nominee materials. Talent Pool Nomination Summary (Appendix E)
Evaluation method: Completed by April 21, 2017	Strategic objective: Leadership

d. Nominees who are selected from initial screening are given behavioral questions to answer and are then screened.

Person Responsible	Resources Needed
Dir of HR	Writing prompt
Evaluation method: Completed by April 30, 2017	Strategic objective: Leadership

e. Interview questions are developed and final selection via in-person interview.

Person Responsible	Resources Needed
Succession Planning Team	Interview questions
Evaluation method: Completed by May 15, 2017	Strategic objective: Team member engagement

6. Design and implement career development strategies for all leaders (current and future). Work with the employee to create a career development plan to close the gaps and/or strengthen existing skills and competencies.

Examples:

- On-the-job training/cross training / participation in projects;
- Participation on teams, task forces, or committees;
- Computer-based training and course work from external providers;
- Attending work-related conferences;
- Membership affiliation with industry specific associations and societies;
- Working with a mentor, coaching or consulting others; and
- Leadership development programs and training courses.

Person Responsible	Resources Needed
Core Team	Career Development Plan Template (Appendix F)
Evaluation method: Completed by June 5, 2015	Strategic objective: Team member engagement

7. Implement servant leader development training for all current and future leaders.

Person Responsible	Resources Needed
Asst. Supt./Dir of HR	Outsourced training which requires budgeting
Evaluation method: Training conducted by August 2017	Strategic objective: Team member engagement

8. Identify the positions from the Position Inventory that are the greatest priority for knowledge transfer (e.g., single incumbents with extensive knowledge and retirement vulnerable, etc.) and complete the following actions:

- Employee retain copy of this form and provides a copy to manager;
- Manager and employee independently rate importance for each area; and
- Employee discusses with manager specific priorities, difference of opinions and agrees to target transfer dates.

Person Responsible	Resources Needed
All incumbents of critical positions and their supervisors.	Knowledge Identification Form (Appendix G) and Knowledge Transfer Strategies Form (Appendix H)
Evaluation method: Completed by June 30, 2017	Strategic objective: Team member engagement

9. Succession planning team monitors, evaluates, and makes improvements to STSD’s succession plan.

- a. Establish metrics to determine the success of the plan.

Sample Quarterly Metrics:

- How well are individuals progressing through their development assignments?
- Progress toward development goals and career development plans.
- Percent of candidates in a rotational position with a formal action plan.
- Percent of candidates in cross-functional assignments.

Sample Annual Metrics:

- Number of successful promotions into key leadership positions.
- Percent of open positions filled.
- Percent of turnover.
- Diversity demographics of “talent pool”.
- Percent of talent pool candidates that are “ready now”.

Person Responsible	Resources Needed
Succession planning team	Developed metrics

Evaluation method: Record of results	Strategic objective: Results
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b. Succession planning team meets quarterly to continually monitor progress.

- Tracks selections from “talent pool”;
- Receives leader’s feedback on success of internal talent and internal hires;
- Analyzes satisfaction surveys from customers, employees, and stakeholders;
- Assesses response to changing requirements and needs; and
- Evaluates succession planning outcomes based on established metrics.

Person Responsible	Resources Needed
Dir of HR	Succession Meeting template (Appendix I)
Evaluation method: Record of meetings	Strategic objective: Team member engagement

c. Capture lessons learned.

- Capturing lessons learned upon implementation of succession planning and tracked throughout the process;
- Developing focus group questions;
- Holding focus groups with succession planning team and key stakeholders;
- Summarizing the outcome of the meeting(s);
- Maintaining the “lessons learned” report in a location where it can be easily retrieved and accessed (via SharePoint, intranet site, etc.);
- Distributing a copy of the report to executive leadership and management team; and
- Documenting improved effectiveness and efficiencies for future projects.

Person Responsible	Resources Needed
Dir of HR	Focus group questions (Sample – Appendix J); tracking form (TBD)
Evaluation method: Record of lessons learned	Strategic objective: Results