

Succession Planning & Management in Public Education

Florida Association of
School Personnel Administrators

February 28, 2008



For Openers...

- ▶ What is your definition of succession planning?
- ▶ Is succession planning important? If so, why?
If not, why not?
- ▶ What is your district currently doing about succession planning?
- ▶ Turn to a neighbor and share.

Today's Desired Outcomes

- ▶ An overview of the importance of succession planning and management
- ▶ An understanding of the individual and organizational roles and responsibilities in succession planning
- ▶ An overview of the *Six Essential Strategies to Promote Leadership Sustainability*

The Name Game

- ▶ Succession Planning
- ▶ Human Capital Management
- ▶ Succession Management
- ▶ Creating Capacity
- ▶ Developing a Critical Mass
- ▶ Grooming
- ▶ Pre-Selection
- ▶ Talent Management
- ▶ Ensuring Leadership Continuity
- ▶ Building Talent from Within

“Terms travel easily, but the concepts underlying those terms often do not.”

Michael Fullan

Calling it succession planning doesn't necessarily make it so.

Where do We Start?

▶ GOOGLE...

■ Succession Planning	6,890,000
■ Succession Management	9,440,000
■ Succession Planning & Mgmt	9,560,000
■ Leadership Sustainability	10,800,000
■ Creating a Critical Mass	37,000,000
■ Human Capital Management	62,000,000

“But what about us?”

- ▶ “Succession Planning and Management in Public Education”...

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Succession Planning is NOT...

- ▶ Succession planning is far more than job replacement. Job replacement is short-term and short-sighted.
- ▶ Succession planning is long-term and systemic.

What IS Succession Planning?

- ▶ "Succession planning is a means of identifying critical management positions starting at manager and supervisor levels and extending up to the highest position in the organization."

William J. Rothwell

Effective Succession Planning (2001)

Succession Planning and Management

- ▶ A **deliberate** and **systematic** effort by an organization to:
 - ensure leadership continuity in key positions
 - retain and develop future intellectual and knowledge capital
 - encourage individual advancement
- ▶ Should also address the needs for critical backups and individual development in any job category

Consider this...

If your school district has no succession plan,
that IS your succession plan.

Without a Succession Plan

- ▶ School districts could be :
 - One promotion...
 - One retirement...
 - One demotion...
 - One health-related incident ...
 - One winning lottery ticket...

...away from disaster.

- ▶ Having a poorly developed succession plan may possibly be better than having no succession plan at all.

Where Do You Start?

- ▶ It seems that most companies on the internet want to:
 - Sell a service
 - Sell their software
 - Sell a program
 - Sell something
- ▶ Or it seems they are at least keeping quite a few graphic artists in business.

- ▶ Most school districts in the United States are *reactive* when it comes to filling positions.
- ▶ They must learn to *proactively* prepare for vacancies by having have a plan, a process, in place *before* positions become available.

- ▶ Succession planning allows the momentum and inertia of existing *leadership* to continue long after the current *leader* is gone.
- ▶ The focus is on the “HOW” not the “WHO” – on the process not the individual.

School Districts Must Include...

- ▶ Certificated positions
- ▶ Administrative positions
- ▶ Support positions
- ▶ Non-instructional leadership positions

- ▶ “One of the most significant factors affecting the life of a school and sustainability of its improvement efforts...
...is leadership succession.”

Andy Hargreaves

Succession Planning

- ▶ Allows districts to identify potential leaders
- ▶ Provides process and personnel to fill vacancies
- ▶ Helps districts focus on leadership skill development and professional development opportunities
- ▶ Keeps districts prepared and focused on the future – not looking back at the “wreckage”

To Ensure Success

- ▶ School Board must make succession planning a priority – i.e.-Strategic Plan
- ▶ Superintendent must support succession planning
- ▶ District senior leadership/Leadership Team must make succession planning a priority and be actively involved in the process

Our Charge...

We, in public education, have a moral obligation to actively participate in the sustainability of our organization through the implementation of succession planning and succession management in our schools and districts.

We are morally obligated to pass the torch of leadership that was once passed to us.

- ▶ Succession planning is the responsibility of:
 - the organization AND
 - the individual employee.

- ▶ Each individual employee must have an active role in the succession planning process.

- ▶ The organization must provide a process for leadership succession.

Top Down



HR Manager



*If Joe goes
Sue or Bill will
fill his job*



HR Manager



*I could do
Joe's job in
Marketing*

*But I would
prefer to do
Ken's in
Advertising*



Bottom Up

No Formal Plan?

- ▶ If an organization has not embraced the idea of formal succession planning and management, individual leaders, at a minimum, can create an informal plan that will impact the level at which they work regardless of their position.

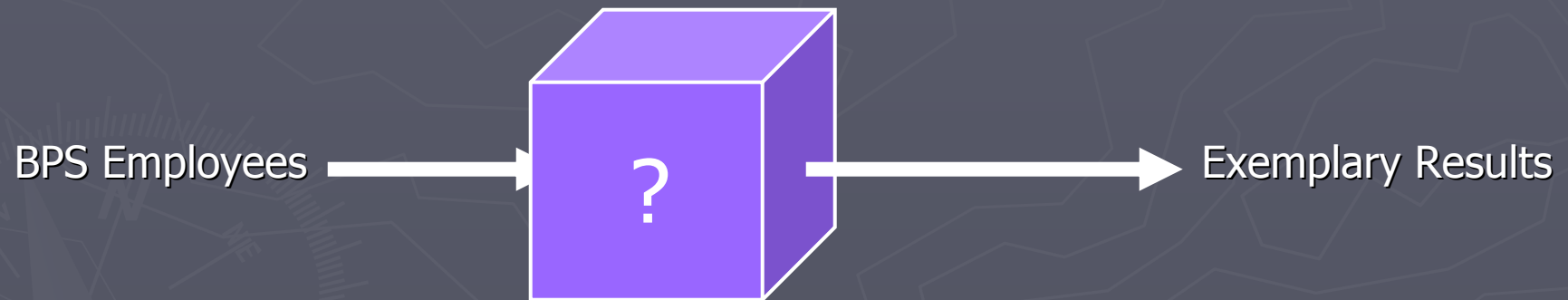
Six Essential Strategies to Promote Leadership Sustainability

1. Create leadership development plan
2. Develop succession plan
3. Create framework for capacity-building
4. Collaborative leadership teams/guiding coalitions
5. Professional Learning Communities with a teacher as leader of each team
6. Modify job descriptions

1. Leadership Development

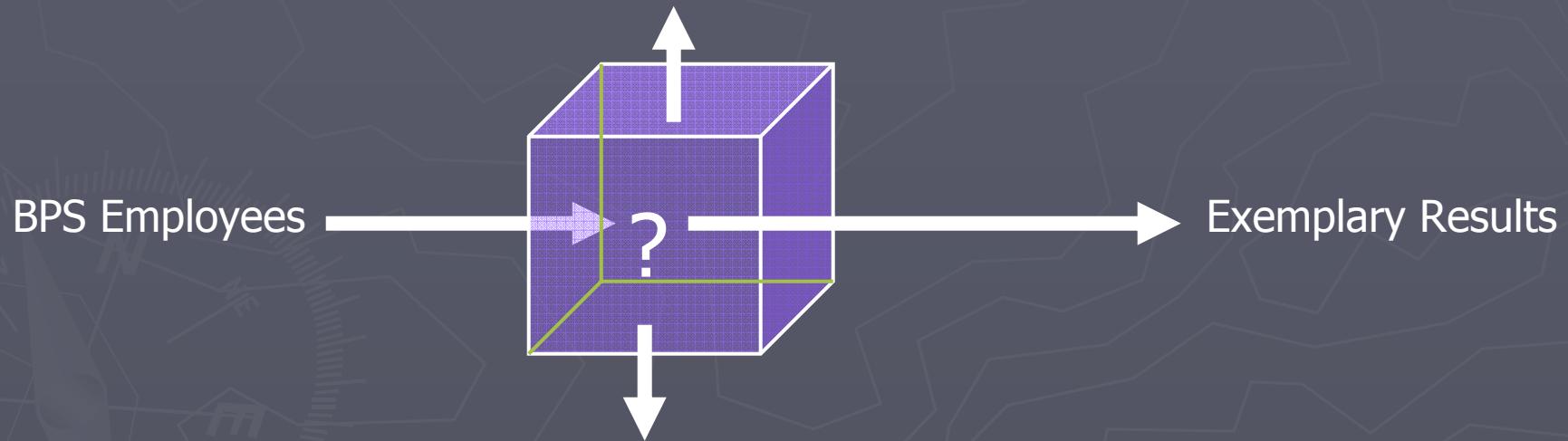
- ▶ Create a formal leadership development plan.
 - Communicate your leadership plan to all personnel.
 - District level - assess leadership development needs and offer training to meet those needs
 - School level - use PLCs to identify professional development/leadership development needs and offer training to meet those needs

The Black Box



The Black Box Exposed

- APQC Benchmarking
- Leadership Awareness Training Series
- Minority Leadership Recruitment
- Assistant Principal Pool
- Non-Instructional Leadership Development
- Preparing New Principals Program
- Assistant Principal/Principal Selection Process
- New Principal Mentoring Program
- Succession Planning
- Leadership Performance Appraisal System
- Customized Leadership Development Courses & Workshops



- Professional Learning Communities for Leadership Personnel:
- School Boards' Coalition Best Practices
 - Educational Technology Farm Team
 - Leadership Lunches
 - Leadership Team Meetings
 - Managers and Directors Meetings
 - Role Alike meetings
 - New Principal Mentoring Program
 - Progress Energy/ UCF School Leadership Institute
 - Superintendent's Book Club

2. Succession Plan

- ▶ Develop succession plan with a management component.
 - Identify critical leadership positions.
 - Monitor the succession plan on a regular basis.
 - Report progress to senior leadership on a regular basis.

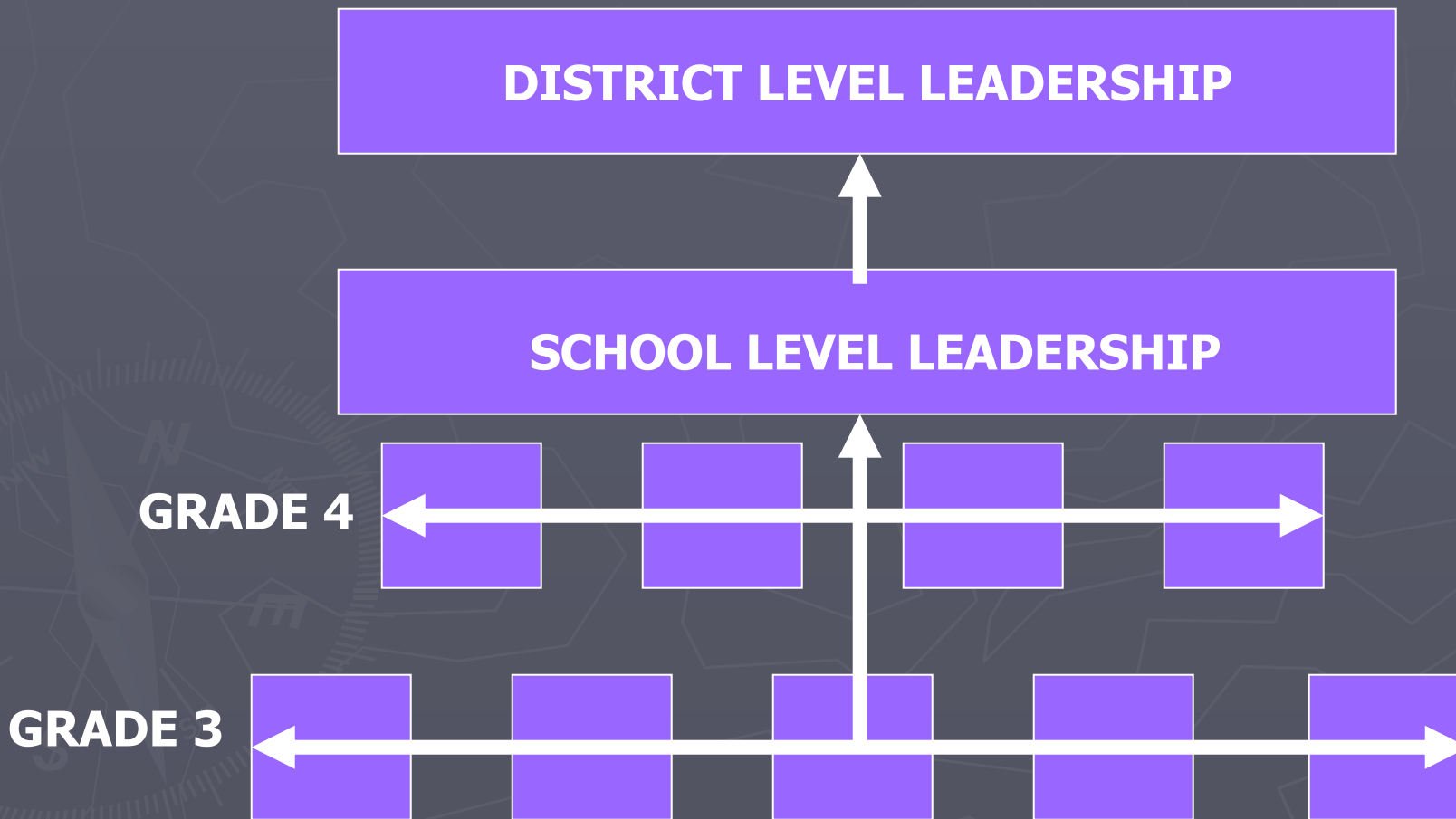
Brevard Public Schools

- ▶ Organizational and Development Consulting Firm
- ▶ Compensation Study
- ▶ Formal Strategic Plan Strategy
- ▶ Invited 139 Leadership Team Members to Apply to Leadership Pool – 16 Positions
- ▶ Use Sterling Award Opportunities for Improvement (OFIs)

3. Framework

- ▶ Create framework that provides for *lateral* and *vertical* capacity-building.
 - Identify specific activities and experiences for lateral capacity-building of teacher leaders - e.g.-grade level chair, SAC member, mentor teacher, etc.
 - Vertical capacity building of administrative personnel - e.g.-district committee work, Superintendent's advisory team, fill in for Area Superintendent when absent, etc.

LATERAL AND VERTICAL CAPACITY BUILDING



Teacher Leadership Opportunities with Brevard Public Schools
Updated February 8, 2008

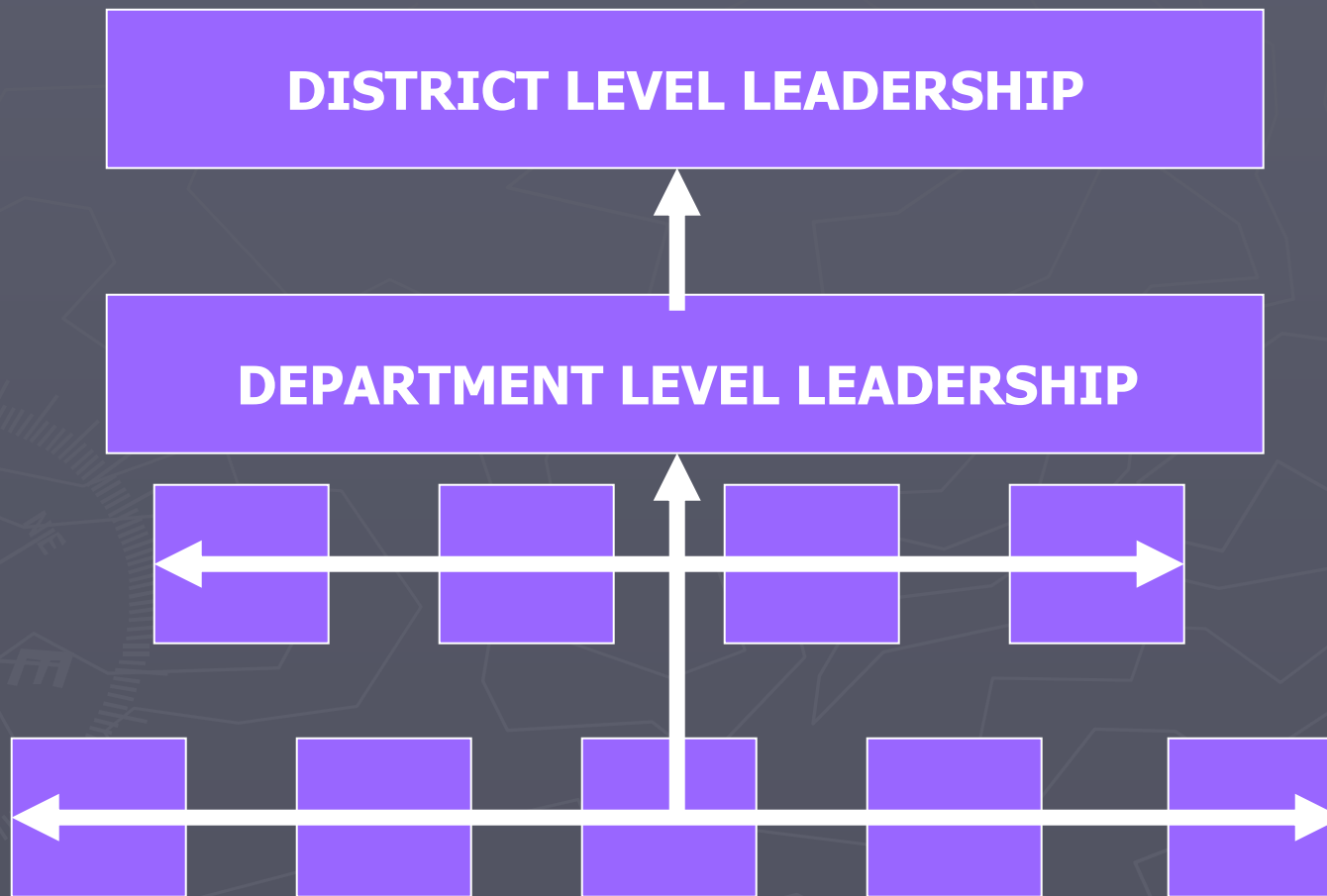
- Academy/House/Small Learning Community Coordinator/Leader
- Active Role in Curriculum Meetings
- Advanced Degrees/Graduate Work
- Attend LAT I And LAT II
- Attend Professional Development Opportunities
- Coaching
- Community Organization/Community Service
- Committee Chair/Co-Chair
- Department Chair/Team Leader
- District Committee Member
- District Resource Teacher
- Facilitator
- Field Trip Coordinator
- Grade Level Chair/Co-Chair
- Grant Writing
- IB Coordinator - Program Leader
- Involvement in SAC/PTA/PTO/Etc.
- Lead Professional Learning Community
- Leadership Role in SIP Planning Process
- Member of Guiding Coalition
- Member of Leadership Team
- Mentor - Formal/Informal
- National Board Certified Teacher
- Participation in Action Research
- Participation in Leading A District-Level Initiative At Your School
- Participation in Professional Organizations
- Participation in Shadowing Experiences
- Participation in State/Local/National Conferences - Attendee/Presenter
- Participation on District-Wide Committees/Tasks Forces
- Peer Mentor Teacher
- Professional Development Presenter
- Professional Organization-Member/Officer-Local/State/Regional/National

- Project within Department or Grade Level
- School/Club Sponsor
- Serve as a Facilitator
- Serve as a Substitute Dean/AP
- Serve as a Trainer/Co-Trainer
- Serve as Mentor To Other Teachers
- Serve on Committees at All Levels
- Sponsor School Clubs
- Student Internship Coordinator
- Submit Articles for Professional Publications
- Supervising Teacher
- Teacher of the Year
- Volunteer
- Work with a Professional Mentor

Non-Instructional Leaders, Too

- ▶ Provide lateral and vertical capacity-building for non-instructional leaders as well.
 - School-based - e.g.- school committee work, train others in best practices, mentoring, cross training, etc.
 - District-level - e.g.- district-level committee work, fill in for absent supervisor, provide professional development for others, etc.

LATERAL AND VERTICAL CAPACITY BUILDING



4. Leadership Teams/Guiding Coalitions

- ▶ Develop collaborative leadership teams/guiding coalitions which support & promote distributed accountability.
 - Leadership teams at district level – Senior Staff, Managers and Directors, Leadership Team
 - Leadership teams/guiding coalitions at school level – administrators, teacher/support leaders
 - Disperse leadership load and distribute responsibilities to these team members

AP
900

-100

Principal
1800

-10

150

30000

150

AP
400

100

75

GC
150

Principal
1200

-100

50

100

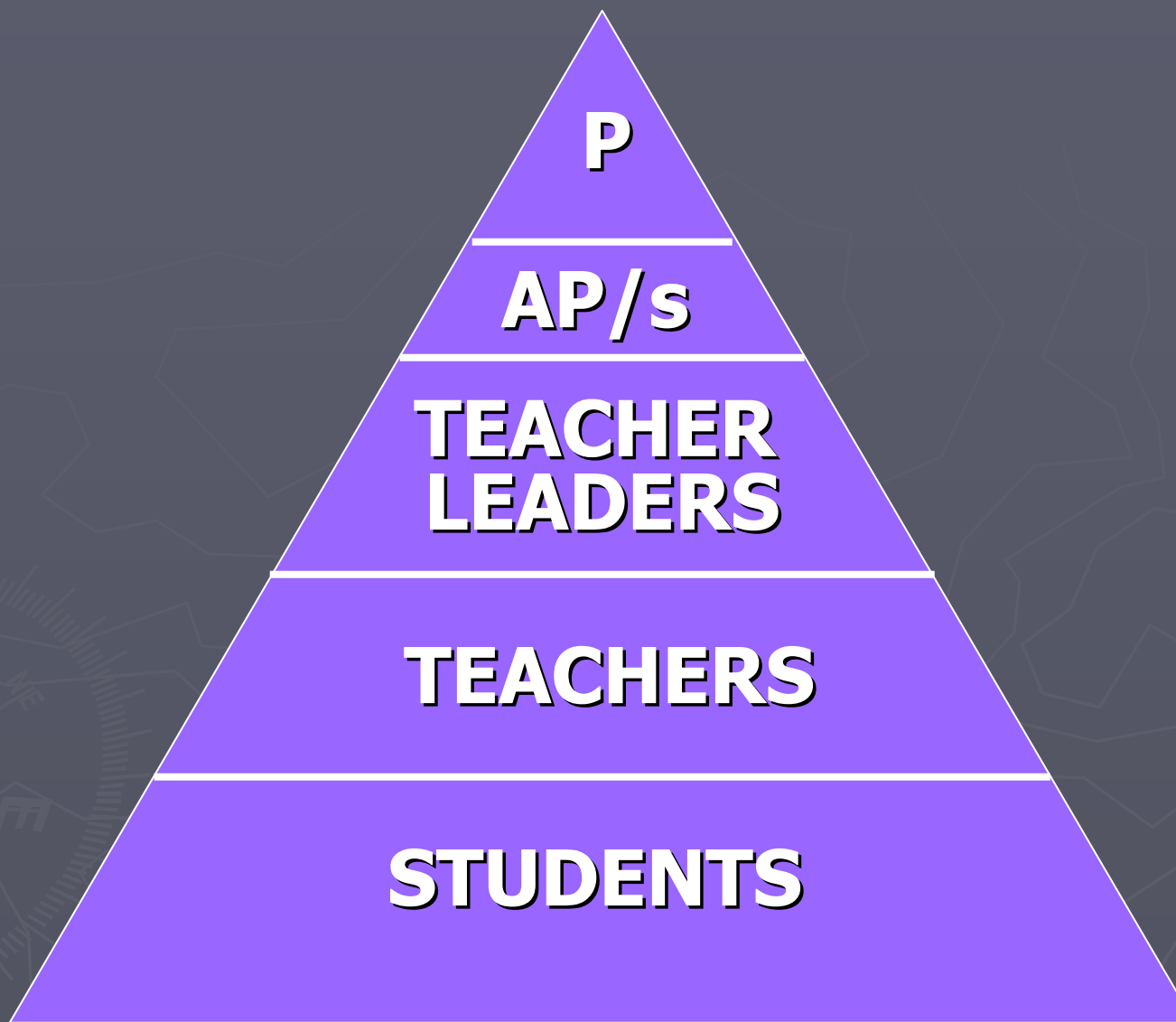
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5. Collaborative Teams/PLCs

- ▶ Put teachers into collaborative teams/PLCs and appoint one teacher as leader of each team.
 - Formally adopt and lead PLCs.
 - Provide professional development and leadership development for teacher leaders.
 - Provide regular mentoring and coaching throughout the year.





STUDENTS

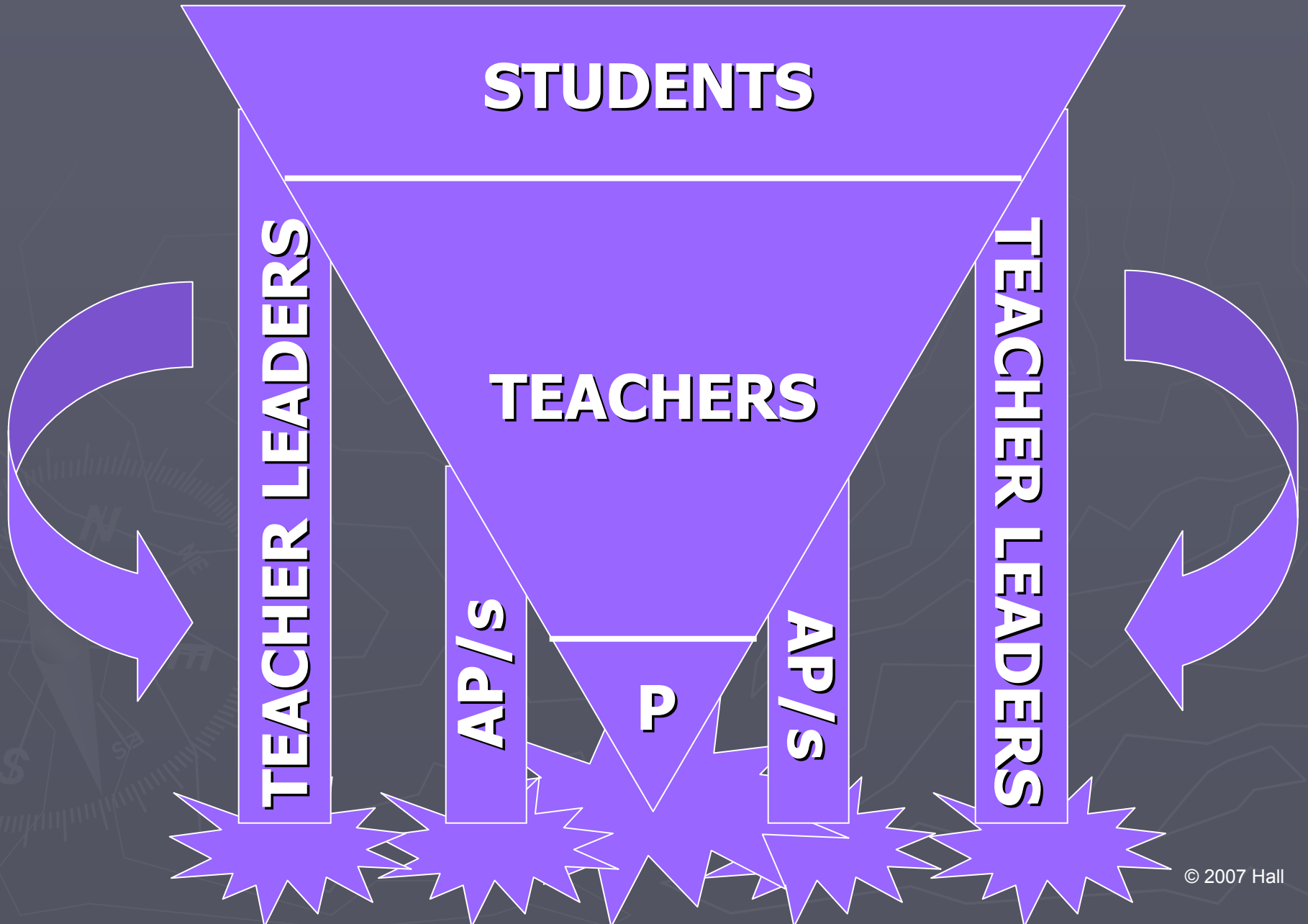
TEACHERS

**TEACHER
LEADERS**

AP/s

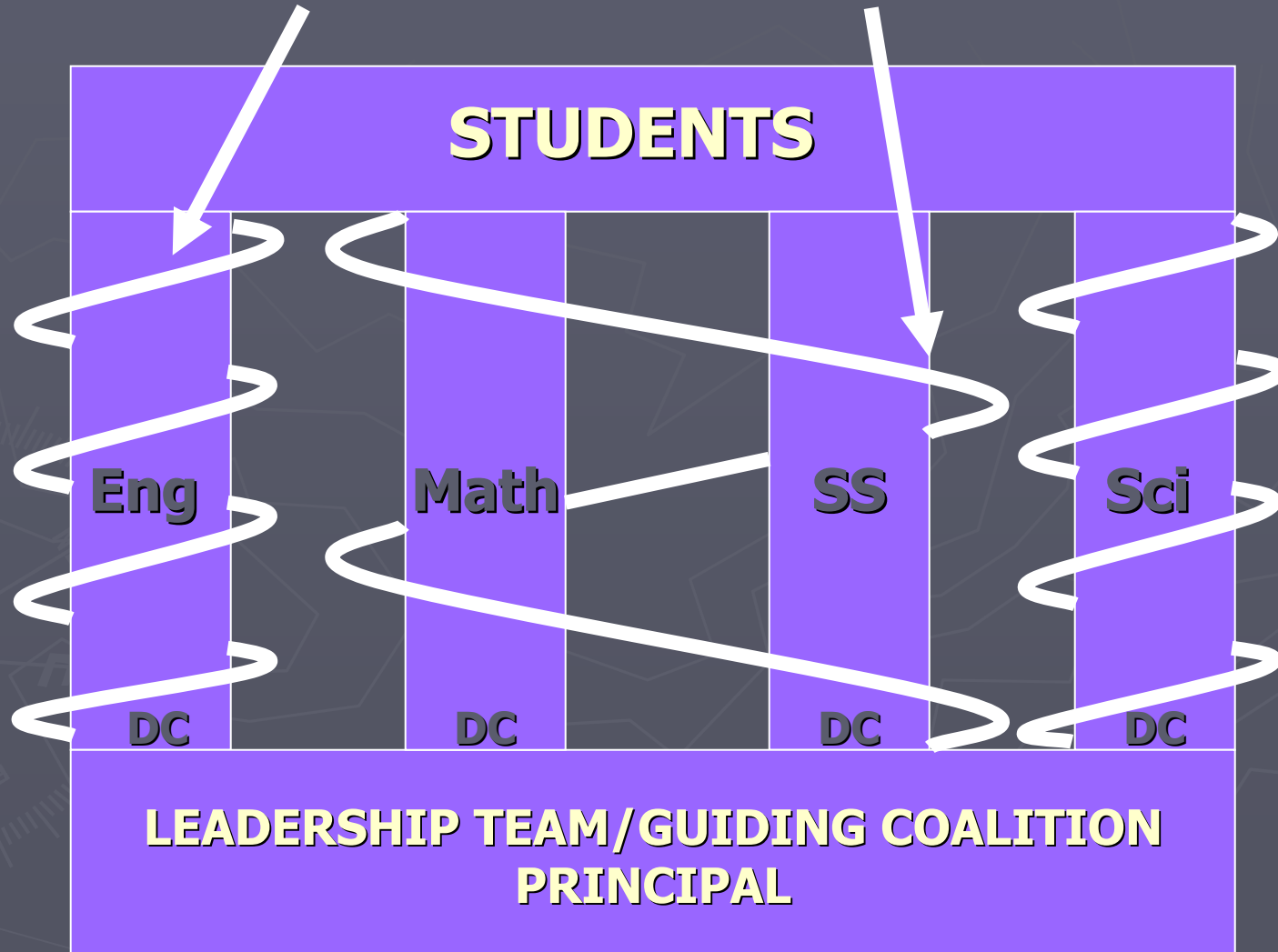
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DISTRIBUTED ACCOUNTABILITY



DISTRIBUTED ACCOUNTABILITY - Secondary

PLCs HEADED BY TEACHER LEADERS



- ▶ Professional learning communities provide schools with a vehicle for *leading* and *learning* to occur in the same place at the time.
- ▶ PLCs are defined as groups of educators committed to working collaboratively in ongoing processes of collective inquiry and action research to achieve better results for the students they serve.

allthingsplc.info

- ▶ Non-commercial site
- ▶ Monitored by nationally recognized experts
- ▶ Numerous tools, articles & research, and resources
- ▶ PLC locator

6. Essential Job Functions

- ▶ Make leadership development a specific essential job function on all administrative/supervisory job descriptions.
 - Must provide evidence of their attention to developing the leadership capacity of their employees – e.g. – 40% contributing vs. 60%
 - Annual performance appraisals must address their commitment and effectiveness in this critical area

Six Essential Strategies to Promote Leadership Development

1. Create a formal leadership development plan.
2. Develop succession plan with a management component.
3. Create framework that provides for *lateral* and *vertical* capacity building.
4. Develop collaborative leadership teams/guiding coalitions which support and promote distributed accountability.
5. Put teachers into collaborative teams/PLCs and appoint one teacher as leader of each team.
6. Make leadership development a specific essential job function on all administrative/supervisory job descriptions.

Six Essential Strategies to Promote Leadership Sustainability

What is in place?	What are the barriers?	Need to know? Resources?
Formal Leadership Development Plan		
Formal Succession Plan		
Lateral and Vertical Capacity-Building Framework		
Leadership Team/Guiding Coalition		
PLCs Led by Teacher Leaders		
Supervisor Job Descriptions include leadership development as an essential job function		

Succession Planning and Management

- ▶ Strategic
- ▶ Systemic
- ▶ Proactive not reactive
- ▶ Positive not negative
- ▶ Peace of mind – focus on future
- ▶ Saves resources – time, money, personnel

Succession Planning and Management

- ▶ Focuses on structured, purposeful leadership development for schools and school districts
- ▶ Leadership Vs. A Leader
- ▶ Focuses on process (the HOW) not on the individual (the WHO)
- ▶ It is the right thing to do!

So Remember...

When passing the torch of leadership,
first make sure it's lit!