

Module 5

Ongoing Performance Management: Career Tracking & Succession Planning



LEAD Connecticut Leadership Institute

Improving Performance through a Systemic Human Capital Approach

JUNE 2013



DISTRICT
MANAGEMENT
COUNCIL

An integrated approach to developing talent and managing people can improve performance.

DMC's Human Capital Framework



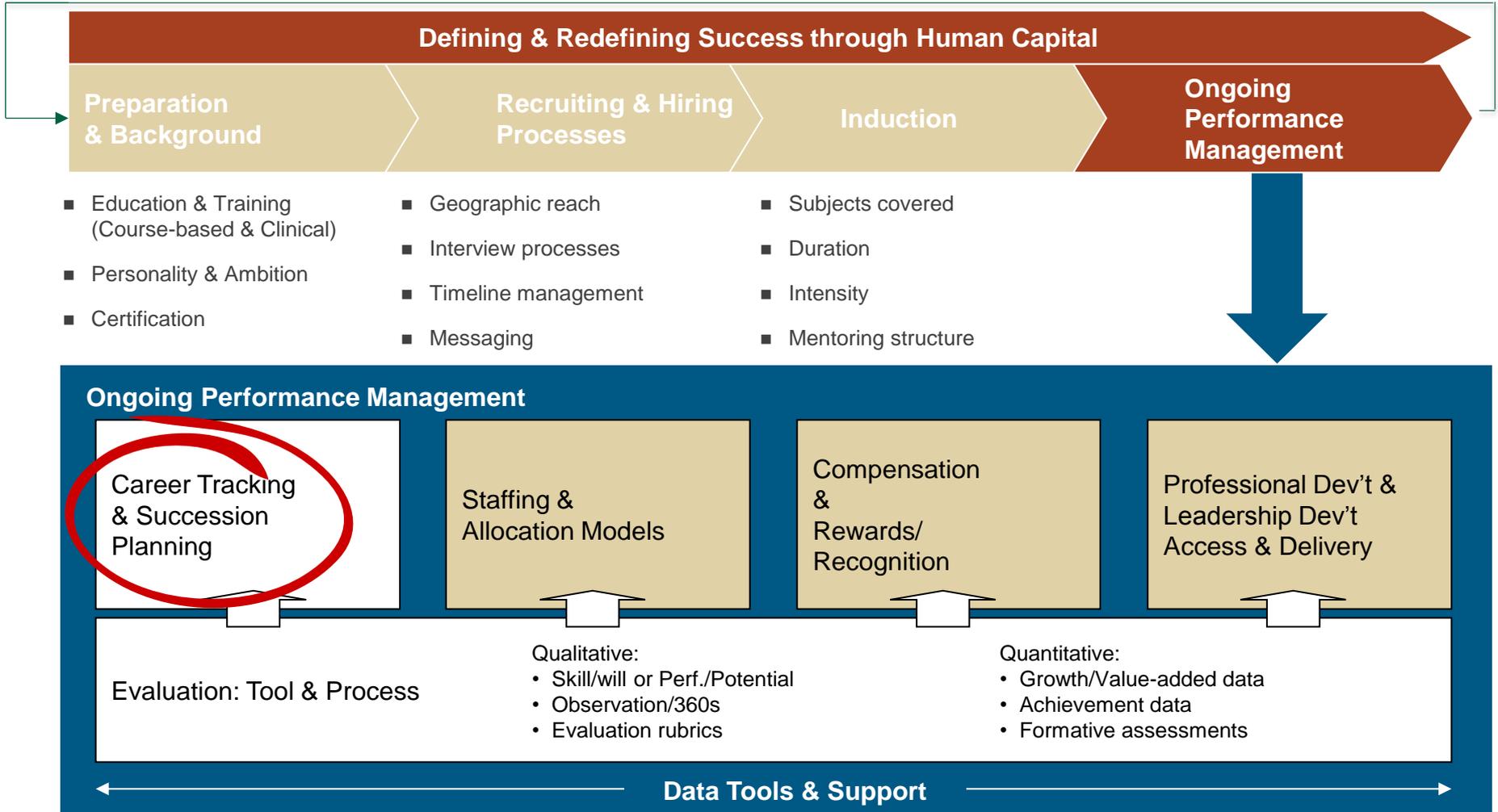
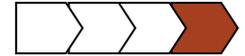
- Education & Training (Course-based & Clinical)
- Personality & Ambition
- Certification
- Geographic reach
- Interview processes
- Timeline management
- Messaging
- Subjects covered
- Duration
- Intensity
- Mentoring structure
- Evaluation approaches
- Career tracking
- Staffing models
- Professional development

How do you evaluate staff and plan for succession?

A robust performance management system can develop and support educators to become more effective.

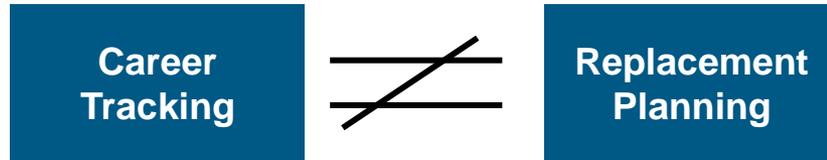
DMC's Human Capital Framework

FRAMEWORK SAMPLE



Today, many organizations practice replacement planning.

Career Tracking vs. Replacement Planning



- *Replacement planning* is about finding backups to fill vacancies on an organization chart
- But *career tracking* is about grooming the talent needed for the future

In a national survey, school districts were asked...

How are decisions made about successors for positions in your organization?



Source: Rothwell, Unpublished survey

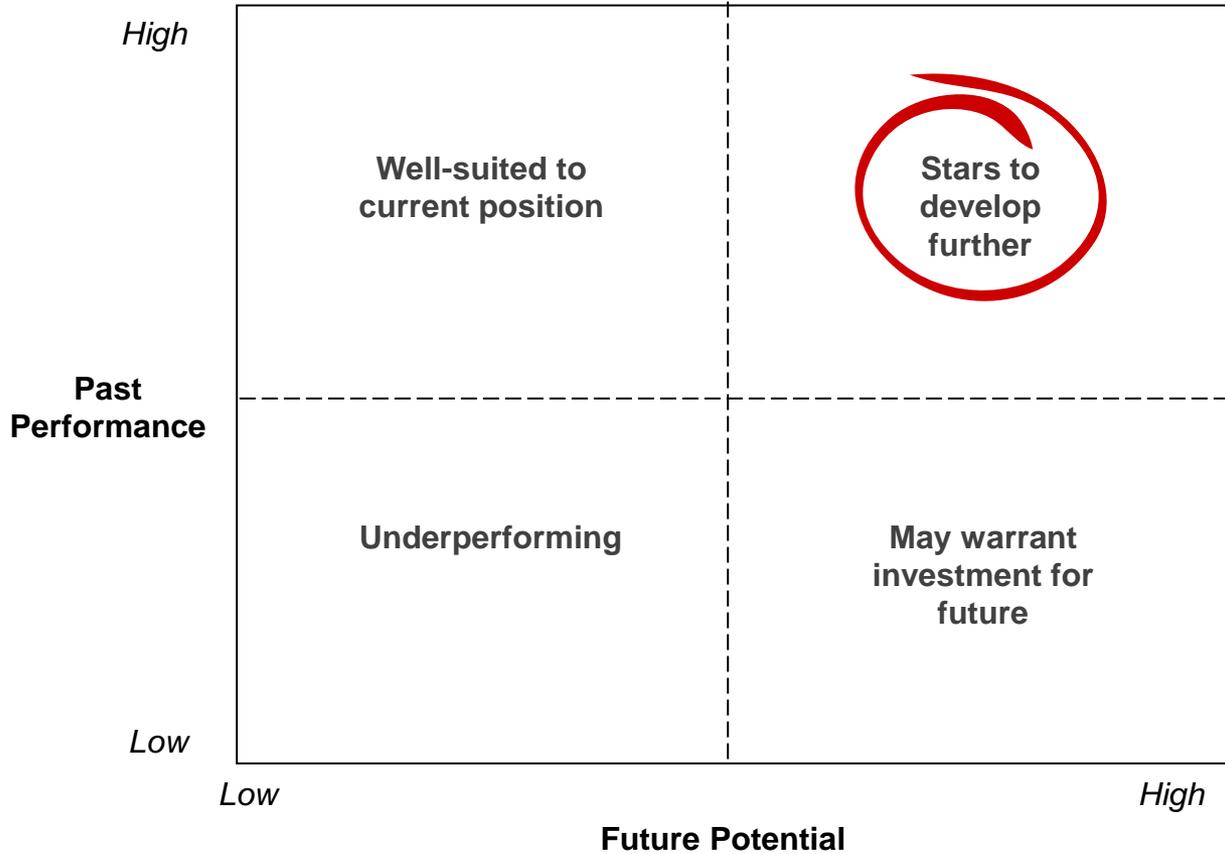
Instead, follow a few steps that will go a long way towards career tracking and planning for succession within your school district.

Steps to Follow for Effective Career Tracking & Succession Planning



1 Use performance/potential to understand your district's growing leaders.

Performance/Potential Grid



Each quadrant requires a separate strategy

Source: Grubs, Hewitt Associates 2004, DMC analysis

2 Use rating scores to manage and communicate career planning.

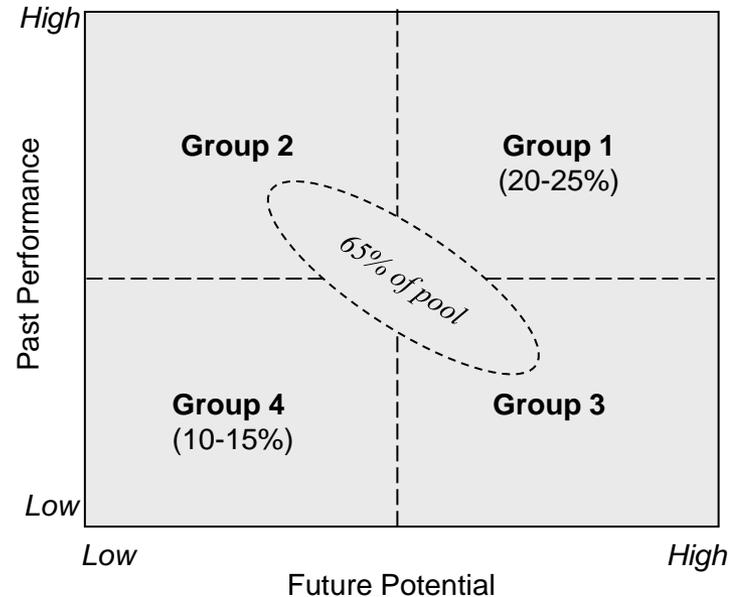
Performance Rating

1. Unsatisfactory results and performance
2. Marginal: Does not meet requirements
3. Satisfactory: Generally meets requirements, but extensive room for improvement
4. Above average: Surpasses overall job requirements, but lacks strength in some areas
5. Superior: Some elements of performance may rate as exceptional, but overall performance falls below exceptional
6. Exceptional: General all-around excellence. Rapid learner.
7. Plus: New – not yet evaluated

This is a sample structure for how to construct a performance/potential grid for evaluating employees.

Source: Grubs, Hewitt Associates 2004, DMC analysis

The Performance/Potential Grid



Potential Rating

- A. Outstanding – can advance two levels above current position
- B. Considerable – can advance one level up or take on considerable additional responsibility
- C. Some – can assume additional responsibilities
- D. Limited – at or near capacity
- E. Key capacity – vital technical knowledge precludes movement
- F. Plus: New – not yet evaluated

3 Understand your bench strength today to actively plan for succession.

Tool: The Bench Strength Chart

Position & Title	
Potential Successor	1
Potential Successor	2
Potential Successor	3

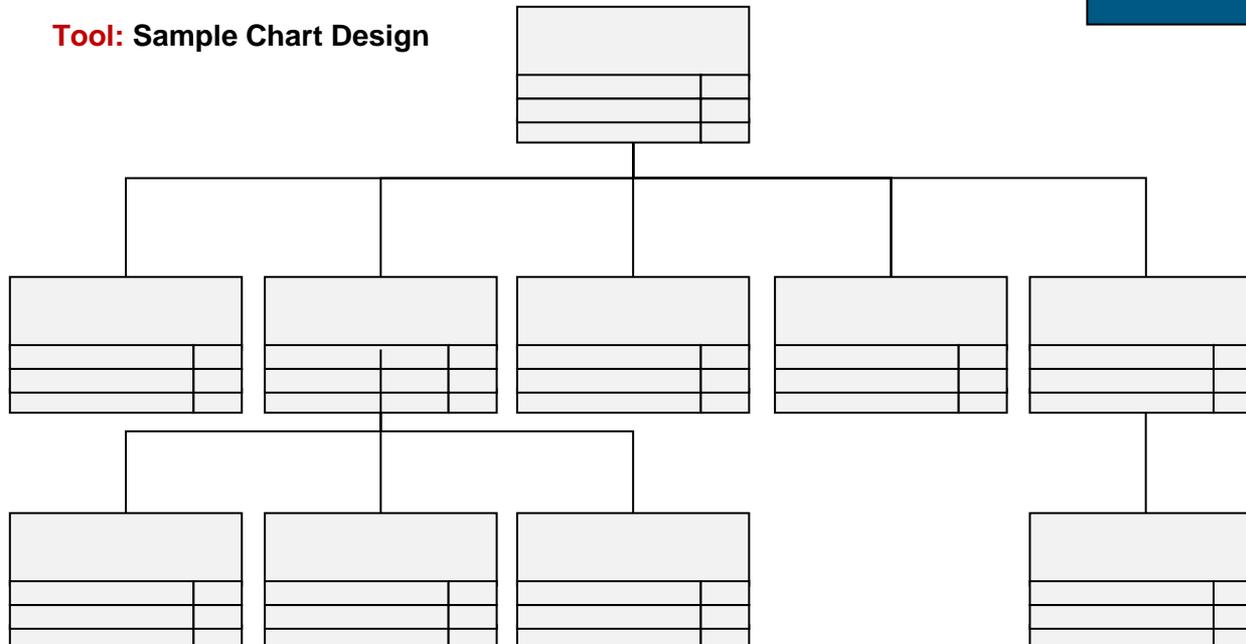
- To develop a bench strength “inventory” for the organization, list potential successors for each key position in the organization
- Assign rankings to the potential successors:
 - Level 1: Successor ready now to one year
 - Level 2: Successor ready in one to two years
 - Level 3: No successor in five year time frame



What is “bench strength” anyway?

Bench strength is a measure of how deep management talent reaches in your organization. Measuring your organization’s bench strength allows you to monitor the availability of future leaders.

Tool: Sample Chart Design



4 Develop individualized development plans to manage leadership growth for key employees.

A 10-step Process for Developing an Individualized Development Plan



Step	Description
1	Select key positions for which to prepare individuals
2	Establish time frame for preparation
3	Diagnose learning and competency-building needs
4	Specify learning objectives based on diagnosis
5	Specify resources and strategies needed to achieve objectives
6	Specify metrics and evidence of accomplishment
7	Specify how the evidence will be validated
8	Review the IDP with a third party for verification
9	Carry out the IDP
10	Evaluate the learning and outcomes

An **individualized development plan** can be used to focus developmental effort on an individual's leadership competencies required for advancement