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

Defining & Redefining Success through Human Capital

Preparation & Background	Recruiting & Hiring Processes	Induction	Ongoing Performance Management

- Education & Training (Course-based & Clinical)
- Personality & Ambition
- Certification

- Geographic reach
- Interview processes
- Timeline management
- Messaging

- Subjects covered
- Duration
- Intensity
- Mentoring structure

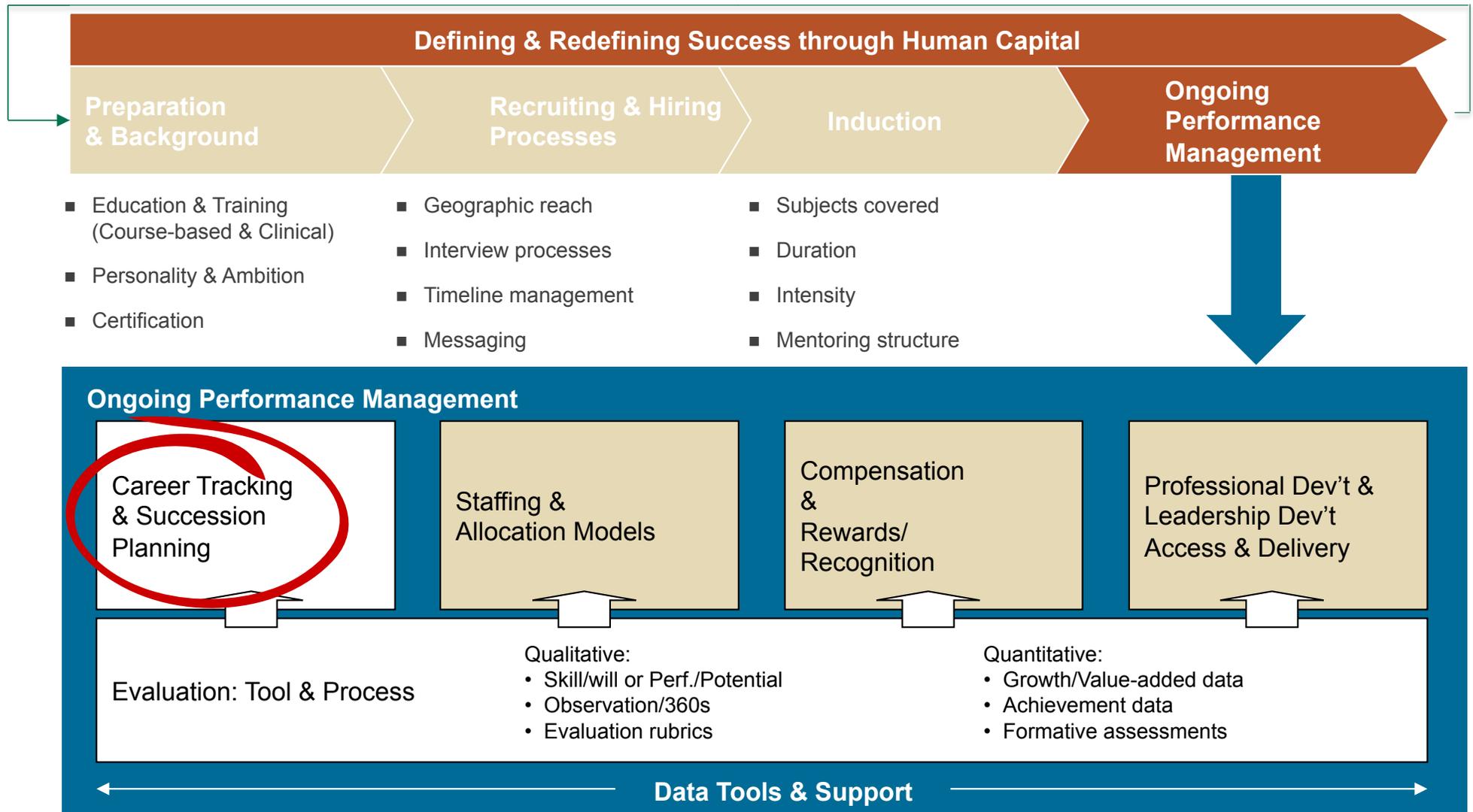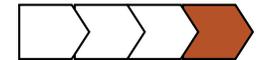- Evaluation approaches
- Career tracking
- Staffing models
- Professional development

Source: DMC

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

DMC's Human Capital Framework

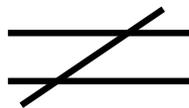**Defining & Redefining Success through Human Capital**

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Ongoing Performance Management

Career Tracking & Succession Planning	Staffing & Allocation Models	Compensation & Rewards/ Recognition	Professional Dev't & Leadership Dev't Access & Delivery

Evaluation: Tool & Process

Qualitative:
- Skill/will or Perf./Potential
- Observation/360s
- Evaluation rubrics

Quantitative:
- Growth/Value-added data
- Achievement data
- Formative assessments

Data Tools & Support

Today, many organizations practice replacement planning.

Career Tracking vs. Replacement Planning

| Career Tracking | ≠ | 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?

When a position opens up, we rely on expediency to identify someone to fill it, hoping for the best — 37%

We "secretly" prepare successors — 32%

We usually wait until positions are vacant and then scurry around madly to find successors — 21%

Other — 11%

0% — 40%

Instead, follow a few steps that will go a long way towards career tracking and planning for succession within your school district.
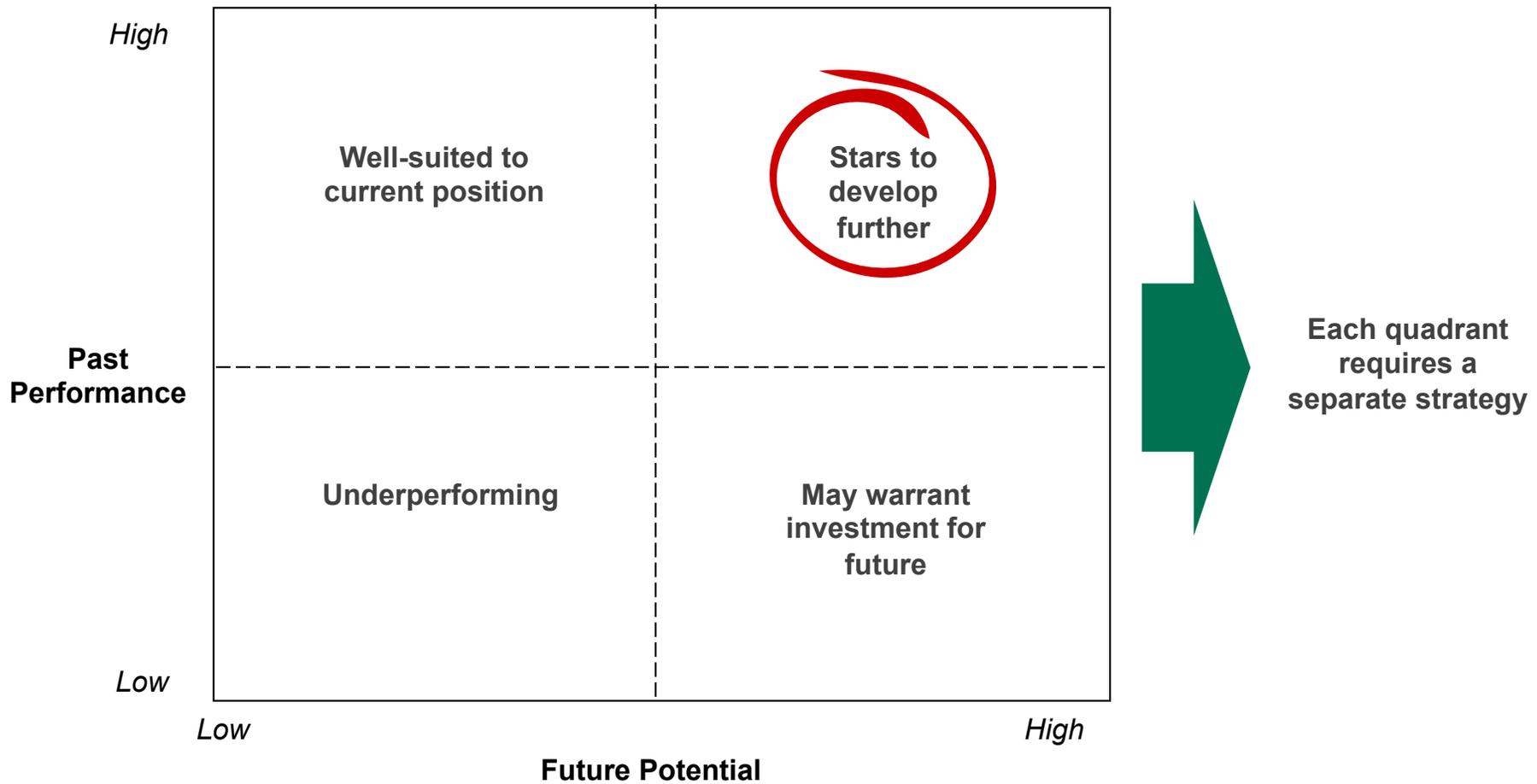
Steps to Follow for Effective Career Tracking & Succession Planning

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

2 Use rating scores to manage and communicate career planning

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

3 Understand your bench strength today to actively plan for succession

Performance/Potential Grid

High	**Well-suited to current position**	**Stars to develop further**
Past Performance	**Underperforming**	**May warrant investment for future**
Low		
	Low	**High**

Future Potential

Each quadrant requires a separate strategy

Source: Grubs, Hewitt Associates 2004, DMC analysis

# 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

The Performance/Potential Grid

High

Past Performance

Group 2

Group 1
(20-25%)

65% of pool

Group 4
(10-15%)

Group 3

Low

Low **Future Potential** *High*

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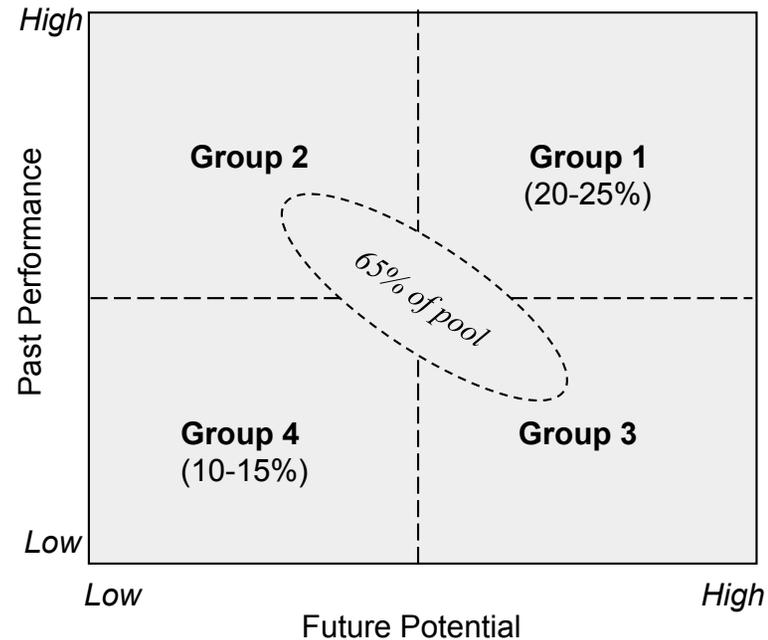
Potential Rating

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: 2w – not yet evaluated

Source: Grubs, Hewitt Associates 2004, DMC analysis

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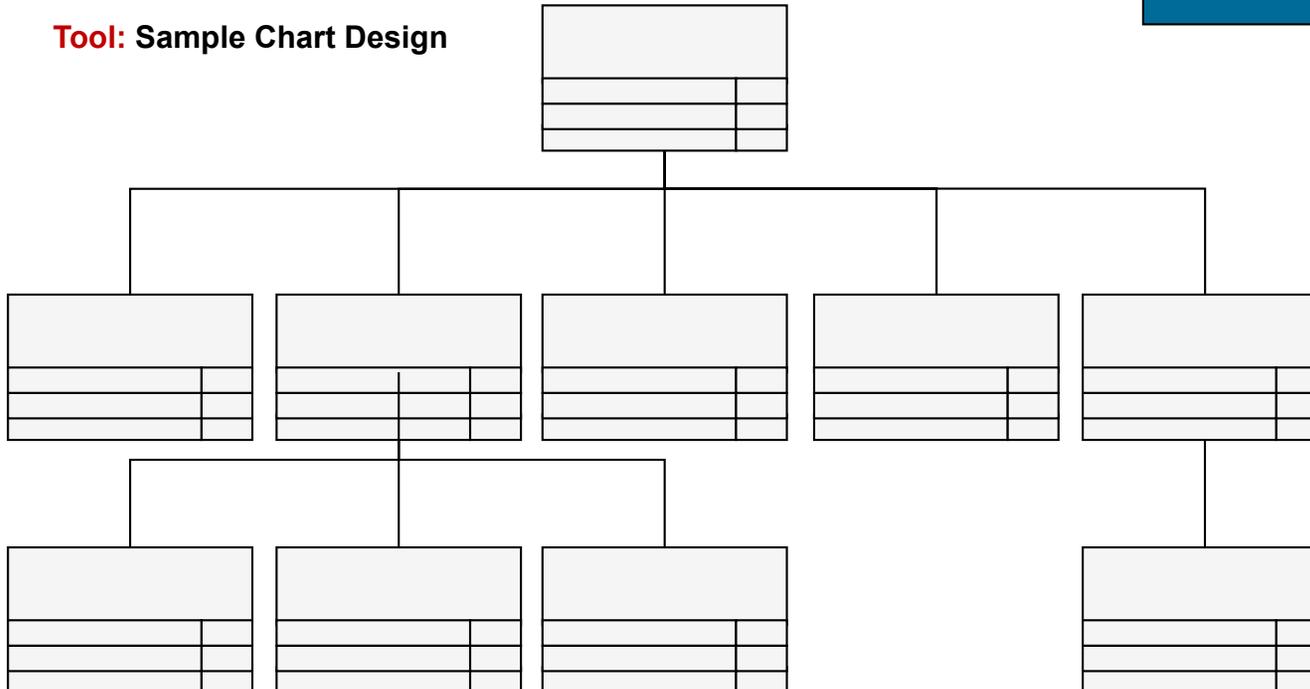
4 **Develop individualized development plans to manage leadership growth for key employees.**

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

Many on-the-job development opportunities come at no incremental cost to the district.

On-the-Job Development Examples

Enlargement	• **Widening the scope of the job:**
	  – Adding additional responsibilities for operations or finance staff
	  – Adding additional grade levels or geographies to responsibilities
	  – Coaching, data team, or curriculum leadership positions for teachers (perhaps with stipends)

Rotation	• **Taking on new tasks (perhaps temporarily):**
	  – School rotation
	  – Geographic rotation
	  – Grade level rotation

Enrichment	• **Increasing the depth of job content:**
	  – Grade-level expansion (for instance, from K-5 to K-8)
	  – Operations expansion (for instance, from food service operations to procurement or finance)