



THE District Management JOURNAL

A PUBLICATION OF THE DISTRICT MANAGEMENT COUNCIL

DMC Manager's Toolkit: *Should you make Succession Planning a Priority?*

ORIGINALLY PUBLISHED IN *THE DISTRICT MANAGEMENT JOURNAL*, VOLUME 2 SUMMER 2009

TO ORDER

FOR *THE DISTRICT MANAGEMENT JOURNAL* REPRINTS OR FOR INFORMATION ABOUT
DISTRICT MANAGEMENT COUNCIL MEMBERSHIP
CALL (877) DMC-3500
GO TO WWW.DMCOUNCIL.ORG

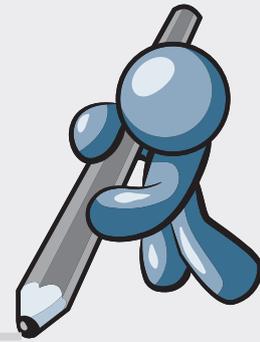


Should you make Succession Planning a Priority?

Take this quick test to find out how big an opportunity exists to improve your human capital operations through succession planning

All districts struggle with replacing district leaders. The opportunity exists to make the process much more proactive, and thereby minimize disruptions to the continuity of district operations and reform. Most districts will have some of the components of true succession planning well underway, but few will have connected the pieces to run the process as a system.

Do you agree with the following statements?	Completely Agree	Somewhat Agree	Disagree	Don't Know
We have a clearly articulated definition of desired leadership characteristics that are broadly understood and communicated to stakeholder groups district-wide.				
We evaluate leaders (both for internal performance reviews and promotions and for external candidates seeking employment) against these criteria.				
We give open, honest, and constructive feedback to our existing and emerging leaders on a regular basis.				
We proactively identify future leadership talent at lower levels in the organization, rather than simply rely on self-selection.				
We monitor, district-wide, how many critical positions have no immediate successors available and create action plans to reduce this risk.				
We monitor how many vacant positions are filled by external candidates. We set target percentages for this metric based on district objectives.				
We have individualized development plans for all of our high potential leaders.				
We integrate our human capital efforts with our development of professional learning communities.				
We have structured processes to ensure smooth handoffs of responsibility when leaders turn over.				
We have a culture that values internal development of leaders.				



Score Your Results

How big an opportunity exists in your district to improve human capital operations through succession planning?

Give yourself **1 POINT** for every time you answered **COMPLETELY AGREE** _____

Give yourself **5 POINTS** for every time you answered **SOMEWHAT AGREE** _____

Give yourself **10 POINTS** for every time you answered **DISAGREE** _____

Give yourself **15 POINTS** for every time you answered **DON'T KNOW** _____

TOTAL SCORE _____

Your Score	Your Opportunity for Succession Planning
0 - 25	You have most of the components of a succession planning process in place, but you might need to do some final alignment and tweaking.
26 - 50	You have a good start on identifying and tracking leaders, as well as aligning important human resource practices, but you still have work to do.
51 - 75	Don't be too hard on your district, but many tools and practices are available to help you manage your leadership talent pool more proactively.
75 plus	Like many districts, there is much work to be done. Ask yourself if you have the motivation and energy to begin. Also ask, can you afford to wait?

You might be wondering why answering “don’t know” counts so much? If senior district leaders don’t know the answers to these questions, then you probably don’t have a detailed understanding of the day-to-day procedures around human capital operations, and you may be missing opportunities to better manage succession planning.