

Standardized Template for Submitting a Best Practice

I. Focus Area and Applicability

1. Applicable Segment: Enrolled Students in School District

- | | |
|--|--|
| <input type="checkbox"/> All | <input type="checkbox"/> 25,001 – 50,000 |
| <input type="checkbox"/> Under 5,000 | <input checked="" type="checkbox"/> 50,001 – 100,000 |
| <input type="checkbox"/> 5,001 – 10,000 | <input type="checkbox"/> 100,001 – 200,000 |
| <input type="checkbox"/> 10,001 – 25,000 | <input type="checkbox"/> Over 200,000 |

2. Applicable Segment Type: School Level / Grade (May apply to more than one)

- | | |
|---|--|
| <input checked="" type="checkbox"/> All | <input type="checkbox"/> Post Secondary |
| <input type="checkbox"/> PreK | <input type="checkbox"/> Workforce Education |
| <input type="checkbox"/> Elementary | <input type="checkbox"/> Choice |
| <input type="checkbox"/> Middle | <input type="checkbox"/> Private |
| <input type="checkbox"/> High | <input type="checkbox"/> Other _____ |

3. Applicable Topic Area: School District Process and Functional Areas

1. Student Achievement & Progression

- Accountability, Analysis, Reporting, & Testing
- Curriculum
- Educational Technology
- Instruction
- Mentoring
- Monitoring
- Response to Intervention
- Teacher Development
- Testing
- Other _____

2. Administrative & Support

- Budgeting
- Facilities
- Finance
- Food & Nutrition
- Human Resources
- Recognizing and Rewarding High Performing Educators
- Transportation
- Other _____

3. Leadership & Oversight

- Board
- Communication
- Community & Parent Engagement (Includes Volunteer Management)
- Information Technology
- Leadership Processes
- Security and Safety
- School Improvement Planning
- Strategic Planning
- Succession Planning
- Other _____

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4. Title of Practice

Ensuring Leadership Sustainability through Effective Succession Planning

5. Description of Best Practice. Please briefly describe the most important process changes.

Brevard Public Schools has developed and implemented a formal succession planning process to ensure leadership sustainability. This process includes conducting participant self-assessments and modified 360° feedback, developing leadership assessment plans, providing job-embedded and cross-functional opportunities and experiences, and making leadership development opportunities available to program participants.

II. Why this is a Best Practice

1. Situation Before

Prior to developing and implementing our succession planning process, we had no proactive, formal, replicable process to replace our leaders.

2. Situation After

After developing and implementing our succession planning process, we have been able to identify individuals who are ready to replace leaders who are leaving the system or changing positions.

3. Benefits (Quantifiable if possible). Consider quality, cost, timeliness, satisfaction as you describe benefits and results achieved.

Benefits that BPS have identified are improved quality of the process used to fill leadership positions. Since implementing our succession planning pilot and phase II programs, we have seen the number of interested participants increase by 43%. The percent of available personnel for the leadership pool has increased by 100%. 100% of the pilot program participants have leadership development plans targeting their identified developmental areas. We also have a listing of qualified candidates for leadership positions. Costs to fill positions have been reduced by 50% because we use the same process each time - we do not just reactively fill positions like we did prior to implementing our plan. The overall quality of choices/options for key leadership positions has improved according to those who have had to use the plan. In a recent survey of pilot program participants, 66% of the respondents rated their experience with the succession planning initiative as a professional learning opportunity as good or outstanding. The Sterling and Baldrige feedback reports identified our succession planning process as a strength. Participation rates in our leadership development programs and the number of leadership development

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programs offered have increased significantly as a result of our succession planning program.

4. Key Lessons Learned. Please note what conditions must be in place for the best practice to be effective.

There are many benefits to school systems using formal succession planning processes:

- allows districts to identify potential leaders*
- provides a structured, replicable process and personnel to fill vacancies*
- helps districts focus on leadership development and professional development opportunities*
- keeps districts prepared and focused on their future employment needs*
- saves resources - time, money, personnel*
- focuses on developing sustainable leadership vs. focusing on replacing individual leaders*
- process is strategic*
- process is systemic*
- provides a positive focus, not a negative one*
- provides peace of mind*

III. For more information, contact:

1. First Name of Submitter (required)

Bill

2. Last Name of Submitter (optional)

Hall

3. Email of Submitter (required)

hallb@brevard.k12.fl.us

(auto-generate email if selected)

4. Phone Number of Submitter (optional)

321.633.1000 X240

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5. Contributing Community/School District (required)

BREVARD PUBLIC SCHOOLS

6. Submission Date (required)

December 16, 2009

Submit a best practice c/o:

rseemer@etsfl.com

EXAMPLE