**2013-14 Long-Term Leadership Pipeline: Annual Practices and Tools**

**Rationale:**

* A key tenet of AF’s Theory of Change is that we will open more gap-closing schools. One of the most important “green light factors” to be able to do this is having school leaders ready to open these new schools and to continue leading our current schools to be “excellence and equity” exemplars. As part of our FCP planning for 2013-14, Team Leadership Development wants to get crystal clear on the practices and tools we will use to ensure we are building the long-term leadership pipeline to meet our Theory of Change.
* This year, there were some duplicative processes from various talent-focused teams. We want to make sure we’re on the same page with all processes and asks of regional sups/principals, and improve data consistency.

**Goals of this Work:**

1. Principals own the responsibility for long-term leader development and succession planning at their schools by leading in role for at least 5 years, identifying and developing a successor principal, a founding principal, and their future deans. *They feel supported and accountable in doing this because of strong planning and project management by Team Leadership Development.*
2. Principals and Regional Sups create and commit to actionable development plans for their identified rising leaders to ensure the necessary development opportunities for them. *They feel supported and accountable in doing this because of strong planning and project management by Team Leadership Development.*
3. As a network, AF can analyze the data around our future leadership needs and our projected pipeline to make strategic decisions about “green lighting” new schools, targeting external outreach efforts, influencing network wide leadership movement, and adapting leadership development programs.

**High Level Planning Timeline:**

* April:
  + Get clarity on vision for Long-Term Leadership Pipeline Practices and Tools
    - Input from Doug, Team Human Capital and Team Recruit
    - What are the annual pipeline practices we want to commit to? What are the tools we need to support our pipeline?
  + Gather input on ideal Pipeline Reports
    - What are the key questions (or data cuts) we want to be able to answer twice a year about our long-term leader pipeline? How can we make our Pipeline Reports as user-friendly as possible?
* May:
  + Align around finalized plan for Long-Term Leadership Pipeline Practices and Tools
  + Create mock-ups of Pipeline Reports and Tools and get input from Doug and other key stakeholders
* June or July:
  + Roll-up all current school-based long-term leader pipeline data and create Pipeline Report
* July or August:
  + Present data analysis and discuss implications with Team Super
  + Get feedback on how to improve Pipeline Check-In in the future

**Long-Term Leader Pipeline Annual Practices:**

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| **Time Period** | **Annual Practice** | **Goals and Actions** | **Who?** | **Alignment to Team Super Talent Time** |
| Sept – Oct | Career Conversations with Principals | **Goal:** Determine any changes in Principal career plans and reinforce 5 year message.  **Key Actions:**   * Team Super gets refresher training on Career Conversations * Team Super engages principals * Team Super reports back using given template * Team LD manages process and shares with Team Recruit, Doug and Dacia | Reg Sups, project managed by Lead Dev | 60 minutes- Team Super Refresher on Career Conversations |
| Nov | Create or Update Long-Term Leader Pipeline | **Goal:** Update Long-Term Leader Pipeline and re-invest principals and regional sups in their pipeline planning.  **Key Actions:**   * Principals and Regional Sups update their School Long-Term Leader Pipeline on the server * Team LD manages process and rolls up all data into Long-Term Leader Pipeline | Reg Sups and principals, project managed by Lead Dev | 20 minutes - Refreshing this process and it’s deadlines |
| Nov – Dec | Ensure Career Conversations with Deans and Rising Teachers | **Goal:** Principals and rising leaders are aligned on a shared vision for their path forward. Changes in rising leader career plans are identified and shared.  **Key Actions:**   * Principals have discussions with all rising leaders (Deans and rising teachers) * Principals and Regional Sups report changes in rising leader career plans and update Long-Term Leader Pipeline tool if needed | Principals and Reg Sups | N/A |
| January | Create Long-Term Leader Pipeline Report and Analysis | **Goal:** Share identified Network-wide pipeline trends, strengths and gaps with Team Super and Team Recruit. Problem solve pipeline gaps.  **Key**  **Actions:**   * Team LD creates report of network-wide data * Team LD presents data and analysis to Team Super for awareness and problem solving * Team LD shares recruitment implications with Team Recruit * Team LD shares all analysis with Cabinet for decisions around expansion | Team Leadership Development | 60 Minutes- Review of Pipeline Analysis and Problem Solving |
| January – March | Ensure Alignment between Identified Future Leaders and Selection Processes for Leadership Fellows, Deans, PIRs | **Goal:** Ensure identified rising leaders are being incorporated appropriately into leadership development opportunities and selection processes according to Long-Term Leader Pipelines.  **Key Actions:**   * Regional Sups and Principals consult Long-Term Leader Pipeline when entering into selection processes for Leadership Fellows, Dean Selection and PIR. * Team LD cross-checks Principal selections with Long-Term Leader Pipeline projections and follows up | Principals, Regional Sups and Team Leadership Development | 20 Minutes- Reminder to be engaging with pipelines and best practice sharing |
| January – March | School Long-Term Leader Pipeline Updated in Real Time | **Goal:** Ensure Long-Term Leader Pipeline has the most up-to-date information about our current and rising leaders  **Key Actions:**   * Team LD ensures any reported changes in career plans for deans and rising leaders are updated in the Long-Term Leader Pipeline | Team Leadership Development | N/A |
| June | Revisit and Update School Long-Term Leader Pipeline | **Goal:** Pipelines are revisited post-selection season and updated for end of year analysis of network-wide pipelines.  **Key Actions:**   * Regional Sups revisit and update their Long-Term Leader Pipelines * Team LD manages completion and confirms accuracy | Reg Sups, project managed by Lead Dev | 20 minutes - Refreshing this process and it’s deadlines |
| July or August | Create Long-Term Leader Pipeline Report and Analysis | **Goal:** Share identified Network-wide pipeline trends, strengths and gaps with Team Super and Team Recruit. Problem solve pipeline gaps.  **Key Actions**:   * Team LD creates report of network-wide data * Team LD presents data and analysis to Team Super for awareness and problem solving * Team LD shares recruitment implications with Team Recruit | Team Leadership Development | 60 Minutes- Review of Pipeline Analysis and Problem Solving |

**Pipeline Tools:**

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| **Tool** | **Purpose** |
| **Network-Wide Long-Term Leader Pipeline** | Comprehensive database that allows TLD and Team Super to see the depth of our leadership bench at different levels and easily access key leader data. This is a rolled up version of the School-Specific Long-Term Leader Pipelines. This database is primarily updated in December and June through network-wide processes, but TLD will also update it between January and June based on leader hiring and movement. Each School’s Long-Term Leader Pipeline and the Principal Pipeline Tracker live in this tool. |
| **School-Specific Long-Term Leader Pipeline** | Each school has a 5 year map of its leadership team that projects tenure in the role, year ready for career advancement, successors for each position, and also triggers follow-up actions. These are used to populate the Network-Wide Long-Term Leader Pipeline. |
| **Principal Pipeline Tracker** | This tracker is focused solely on our principal needs. It shows us a 5 year projection of founding and successor principal needs, our best thinking in principals to fill those seats, and the list of our candidate pool. In addition it highlights top external prospects we think will come to AF and when. It is a tab of the Network-Wide Long-Term Leader Pipeline |
| **Real-Time Leader Warboard** | Aligns Team Recruit and Team Leadership Development around short-term changes in leadership openings and projected hires for the following year |

**Analysis and Accountability:**

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| **Long-Term Leadership Pipeline Analysis** | A bi-annual snapshot of our long-term leadership pipeline as compared to our projected vacancies. Analysis identifies areas of strength and weakness in our pipeline |
| **Long-Term Leader Pipeline Deep Dive** | Similar to the Ops-Focused Deep Dives, this will be a bi-annual snapshot of principal (and regional sup) effectiveness against our criteria for success for leader pipeline planning. The draft criteria for success are:   * Lead for at least 5 years and before you leave:   + Identify and Develop a successor principal at least 2 years prior   + Develop a founding principal   + Fill all dean vacancies internally (year 2 and on)   + Leave school at a 375 or higher on the AF Report Card * Every 5 years you develop 1-2 founding principals |