

Ava G. Byrne, Deputy Superintendent  
Office of Professional Development

**SUBJECT:           REQUEST AUTHORIZATION TO DEVELOP A SUCCESSION  
MANAGEMENT PLAN TO INSURE THE LEADERSHIP  
CONTINUITY OF KEY POSITIONS IN THE ORGANIZATION  
WHILE PROVIDING CAREER PATHWAYS FOR EMPLOYEES  
AND CREATING A SUCCESSION MANAGEMENT TEAM**

**COMMITTEE:       SCHOOL SUPPORT ACCOUNTABILITY**

Succession management is a systematic effort by an organization to maintain leadership continuity in key positions and to retain and develop intellectual and knowledge capital by identifying positions, nurturing leadership capacity, increasing diversity, including inexperienced and seasoned employees and encouraging individual advancement. By tactically linking the human resource and professional development functions to the strategic direction of the organization, succession management can anticipate and address future needs of the organization. Succession management also provides processes and tools that promote individual development.

Key components of the Miami-Dade County Public Schools' Succession Management Plan will include:

1. creation of a Succession Management Team;
2. development of a process to identify talent pools, career building resources and targeted professional development;
3. expansion of career advancement opportunities and position rotations to prepare aspiring leaders for future advancement; and
4. establishment of a process to monitor and assess the effectiveness and efficiency of the program.

Implementation of the Succession Management Project Plan will involve the following tasks and activities: assess future service needs; identify the competencies of key positions; establish the talent pool; develop and deliver focused professional development activities; provide experiential rotations involving shadowing, internships, task force assignments and inclusion in district and regional meetings; and establish a feedback system to assess the alignment and performance of individuals under the program.

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The Succession Management Plan will outline career pathways for various employee groups including confidential exempt, clerical/secretarial, teachers, school-based administrators and professional/technical. Career building resources such as workshops addressing resume writing and interviewing techniques and career advisement services will be offered at various levels. Partnerships with universities will be solicited to provide opportunities for employees that may be interested in advanced degrees through job-embedded programs. To facilitate access to advanced degree programs, competitive scholarships and current tuition reimbursement resources will be expanded.

**RECOMMENDED:**

That The School Board of Miami-Dade County, Florida, authorize the Superintendent to develop a succession management plan to insure the leadership continuity of key positions in the organization while providing career pathways for employees and creating a succession management team.

AGB:cm