



## Talent Management System - *Retaining and Advancing Staff*

The district provides career growth and leadership opportunities to its staff.

### PRACTICE 12

#### PREPARATION

##### GETTING AWARE

The talent management team inventories and maps career growth opportunities and actual growth from current and recent staff to see where and how frequently such policies exist and whether they resulted in retention or improvement of staff. The team reviews evidence-based strategies for organizing roles within the district for career growth opportunities.

##### GETTING READY

The talent management team analyzes fiscal, contractual, and scheduling considerations for identified strategies for each type of growth or leadership opportunity to determine feasibility. From this, strategies are reviewed for alignment with district and building needs, and a plan for implementation and scaling is developed for each strategy. Pilot tests of strategies may be used with rapid review cycles to work through implementation barriers. Selection criteria and descriptions of roles are developed by the team.

#### PROGRESS INDICATORS

##### GETTING STARTED

District and building leaders establish opportunities for staff to participate in leadership activities, including working teams or committees, mentoring support, or other leadership functions.

##### GETTING BETTER

District and building leaders establish short-term and permanent leadership roles within the organizational structure at the building and district levels. All staff are interviewed at least once per year for interest in career growth or leadership roles.

##### KEEP IMPROVING

District and building leaders establish leadership roles within the structures and systems of building and district level functions. All staff are invited into such opportunities based on interest, which is reviewed regularly and documented by staff in a career growth plan. The district has an organizational structure that allows for career growth through administrative and non-administrative tracks, as well as support for career and leadership growth through external organization involvement (i.e. professional organizations, etc.).

## RESEARCH REFERENCES FOR THIS PRACTICE:

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