



Succession Development Program Plan
for the Clerk's Office

United States District Court District of New Jersey

Mission Statement

The Clerk's Office of the U.S. District Court for the District of New Jersey is implementing this Succession Development Program to ensure leadership continuity in key positions, to preserve institutional memory, to encourage individual advancement and to provide career development opportunities to its employees. This effort is to prepare individuals to fill critical roles in the Clerk's Office in the future, ensuring the smooth transition of personnel.

Policy

It is the practice and preference of the Clerk's Office in the District of New Jersey to provide opportunities and promote from within the current pool of employees. The implementation of this Succession Development Plan ("SDP") will give current staff every opportunity to acquire the necessary knowledge of the Court and the skills to be an effective supervisor or manager. That said, participation in this training program is no guarantee of a future promotion. It demonstrates a commitment of the employee to continual improvement in performance.

Withdrawal from the Program

A participant may voluntarily leave the program at any time for any reason. The participant shall submit a request to withdraw, in writing, to his/her immediate supervisor with a copy to the program coordinator.

Removal

A participant may be removed from the program at any time for a variety of reasons, including:

- consistent lateness on assignments and/or to mandatory trainings;
- failure to submit assignments and/or attend mandatory trainings;
- failure to complete a prerequisite, such as Foundations of Management, in a timely manner;
- negative and/or unprofessional attitude or interaction with classmates, program presenters and/or committee members; or
- Work performance is less than satisfactory in current position or as a participant in SDP.

Such instances shall be discussed on an individual basis by the Committee and any decision to remove a participant will be determined by the Committee as a whole.

Re-Applying

Withdrawal or removal from the program does not preclude a participant from applying for future programs, including the Succession Development Program.

Responsibilities

The Succession Planning Committee will perform the following:

- decide who will be able to participate in the program;
- meet at least quarterly to review and assess the program;
- serve as a resource for scheduling education and training evaluations;
- review coursework and attendance at least quarterly to ensure full participation;
- be aware of changes in the Court that may affect education and training offerings;
- suggest applicable training programs for enrollees; and
- provide assistance as needed during training sessions.

The responsibilities of the Supervisors, Managers, and Chief Deputies are as follows:

- promote training and development programs and facilitate attendance at training sessions;
- participate in succession development;
- act as role models and mentors; and
- communicate instances of on-the-job succession training or mentoring (that is, other than classroom and assignment succession training sessions) to Training Specialist.

The Training Specialist will act as coordinator to do the following:

- draft agendas and minutes for the Succession Planning Committee;
- accept names and compile lists of interested employees;
- review each employee's prerequisites, report to Human Resources Manager who, in consultation with the Committee, will make final determination; and
- coordinate training, special projects, and mentoring sessions.

Participants are required to do the following:

- make time to attend the Succession Development training sessions and complete projects without impact on regular work;
- will complete assignments on time or proactively discuss any challenges to their schedule with their senior managers; and
- apply and/or practice skills acquired through training to their jobs.

Outline of Program

Employees are encouraged to apply for acceptance to the program after meeting the prerequisites and realistically considering the time commitment involved. Acceptance into the program is not a guarantee that an employee will be promoted to the desired position. The following is a list of what the program is expected to include:

- ✓ approximately two years to complete program;
- ✓ team work;
- ✓ Committee review of assignments and participation at least quarterly;
- ✓ homework;
- ✓ classwork;
- ✓ team projects;
- ✓ independent work;
- ✓ mentoring/job shadowing; and
- ✓ monthly assignments or sessions.

Prerequisites

The Committee will provide the prerequisite information to Clerk's Office staff via email in advance of the application due dates. (See Appendix A – notice to employees). (Applications due January 15, 2016; see Appendix B). The prerequisites are:

- A minimum of five years of District Court Clerk's Office experience for senior management and supervisory positions.
- A minimum of three years of District Court Clerk's Office experience or upon recommendation of one's supervisor and senior manager for support staff positions.
- Achievement of "meets" or "exceeds" expectations rating on all competencies in the employee's last performance appraisal.
- No disciplinary action or performance improvement plan in the last 12 months.
- For supervisory and senior management positions, the completion of or active participation in Foundations of Management (FOM), FJC New Supervisors Program, Federal Court Leadership Program (FCLP), or other equivalent program. Please attach certificate or transcript of program showing participation or completion.
- Read the *Shifting From Star Performer to Star Manager* (Harvard Business Review) and *Effective Leadership Development: The Choice is Yours* (Services for Success, Inc.) articles and draft a one page memorandum with your observations and

recommendations concerning the workplace issues. Send one page memorandum and application to njd_success@njd.uscourts.gov.

First Year Curriculum:

Training sessions are planned for one full day per month on the following topics, alternating in-person training with online training (see Program Transcript in Appendix C):

- February 8, 2016
Video Conference *Kick Off* with Chief Judge Jerome B. Simandle and Chief Deputies Theresa Burnett and Jack O'Brien
- March 10, 2016
Trenton Vicinage *Personality & Temperament Instrument Training-Real Colors* led by an FJC Trained Instructor
- March 10, 2016
Trenton Vicinage *Time Management Training* led by an FJC Trained Instructor
- April 2016
Self-Study *First Time Manager Essentials - JOU*
- May/July 2016
Newark *Advanced Presentation Skills 2 (Small Groups)* led by AUSA Jonathon Peck
- June/August 2016
All Vicinages *Effective Writing Workshops (Small Groups)* led by Monahan Consulting
- November 16, 2016
Camden Vicinage *Managing Yourself, the Key to Leading Others* led by OLA Consulting
- November 16, 2016
Camden Vicinage *Camden Naturalization Ceremony/Overview* led by Trish Hruschka with guest speaker Keith Dorr, Supervisory Immigration Services Officer
- January 18, 2017
Video Conference *E-Mail/IM Etiquette* led by Alain Senatus, Training Specialist and Andrea Lewis-Walker, Deputy-in-Charge, Newark Vicinage

Second Year Curriculum:

- February 22, 2017
Trenton Vicinage *Basic Knowledge: Docketing, Federal/Local Rules, Intake* led by Operations Staff (morning session)
- February 22, 2017
Trenton Vicinage *Basic Knowledge: Finance, Attorney Admissions* led by Finance Staff (afternoon session)
- March 16, 2017
Trenton Vicinage *Basic Knowledge: Court Services* led by Court Services Staff (morning session)

- March 16, 2017
Trenton Vicinage *Basic Knowledge: Budget, Procurement, Space and Facilities; Internal Controls* led by Budget, Procurement & Facilities Staff; Management Analyst (lunch and afternoon sessions)
- April 4, 2017
Trenton Vicinage *Basic Knowledge: Courtroom Deputies* led by Managers, Supervisors and Courtroom Deputies (morning session)
- April 4, 2017
Trenton Vicinage *Basic Knowledge: Human Resources; Security Preparedness* led by Human Resources Staff; Security Preparedness Specialist (lunch and afternoon sessions)
- April/May 2017
All Vicinages *Lunch with the Chiefs* led by Chief Deputies Theresa Burnett & Jack O'Brien moderated by Alain Senatus, Training Specialist
- May 10, 2018
Trenton Vicinage *Basic Knowledge: Information Technology; Quality Control; CLE Events* led by IT Staff; QC Analyst; CLE Events Coordinator (morning and lunch sessions)
- May 10, 2018
Trenton Vicinage *Supervisors Panel and Mentoring Break Out Sessions* led by Supervisors and Managers Districtwide (afternoon)
- June-September 2017
All Vicinages *Mentoring/Job Shadowing - Session One* led by Management Staff
- October 2017
Advanced Skills for Teambuilding led by OLA Consulting
- Oct. 2017-Feb. 2018
All Vicinages *Mentoring/Job Shadowing - Session Two* led by Management Staff
- March 2018
Self-Study *Project Management - (FJC); Leadership Essentials (JOU); Communicating with Impact (JOU)*
- May 2018
Ceremonial Courtroom
Trenton *Graduation* led by Chief Judge Jose L. Linares and former Chief Judge Jerome B. Simandle

Job Shadowing/Mentoring Overview

Length of Job Shadowing/Mentoring Program - Maximum four months for each of two sessions starting June 1, 2017 and October 1, 2017. See Job Shadowing/Mentoring Agreement in Appendix D.

Hour requirement for each participant - 10 hours or more of job shadowing/mentoring activity per participant per session. Department heads have the option to add additional activities, which may increase the minimum hour requirement.

Role of the Department Head - Oversee and approve mentor/mentee relationships, assignments and tasks. All activities pertaining to this program will be recorded via the Learning Management System (“LMS”) and the official Mentor/Mentee Learning Plan document. Work with the mentee to establish the learning plan. Coordinate all activities with the Training Specialist who will act as a liaison to the SDP Committee.

Role of the Participant - Cooperate with department heads and complete assignments and tasks while working with the mentoring department.

Role of the Mentee’s Current Supervisor - Provide encouragement to the mentee; help with coverage issues, if appropriate, and be instrumental in creating and facilitating developmental activities that can foster the mentee’s learning and growth.

Role of the Training Specialist - Act as a liaison between the department heads and the SDP Committee. Ensure that all mentoring/job shadowing activities as part of the program are recorded in LMS.

Role of the SDP Committee - Monitor and oversee the effectiveness of the mentoring program.

Succession Development Program Committee (2016 – 2018)

Michelle Bilardo, Court Services Manager

Theresa L. Burnett, Chief Deputy-Administration, Chair

Emma Fernandez-Regan, Human Resources Manager

Andrea Lewis-Walker, Deputy-in-Charge, Newark

Alex Minter, Director of Court Administration

Jack O'Brien, Chief Deputy-Operations

Marcy Plye, Deputy-in-Charge, Camden

Melissa Rhoads, Deputy-in-Charge, Trenton

Lorraine Schoenstadt, Director of Information Technology

Alain Senatus, Training Specialist

Appendices

A.

Clerk's Office Succession Development Program Prerequisites

B.

*Clerk's Office Succession Development Program Application &
Application Writing Assignment*

C.

Succession Development Program Curriculum Transcript

D.

*Succession Development Program
Job Shadowing/Mentoring Agreement & Learning Plan*



Clerk's Office Succession Development Program Prerequisites

- A minimum of five years of district court clerk's office experience for senior management and supervisory positions.
- A minimum of three years of district court clerk's office experience or upon recommendation of one's supervisor and senior manager for support staff positions.
- Achievement of "meets" or "exceeds" expectations rating on all competencies in the employee's last performance appraisal.
- No disciplinary action or performance improvement plan in the last 12 months.
- For senior management or supervisory positions, the completion of or active participation in Foundations of Management (FOM), FJC New Supervisors Program, Federal Court Leadership Program (FCLP), or other equivalent program. Please attach certificate or transcript of program showing participation or completion.
- Read the *Shifting From Star Performer to Star Manager* (Harvard Business Review) and *Effective Leadership Development: The Choice is Yours* (Services for Success, Inc.) articles and draft a one page memorandum with your observations and recommendations concerning the workplace issues. Send one page memorandum and application to nidsuccess@njd.uscourts.gov.

By applying to be a participant in the Succession Development Program, participants understand that:

- 1. a significant time commitment is involved;***
- 2. they must remain current with their daily work; and***
- 3. there is no guarantee of a future promotion.***

****Application will be available on December 18 with an anticipated due date of January 15, 2016.***

**Clerk's Office Succession Development Program
Application Writing Assignment**

Instructions:

As part of the application process for the Succession Development Program, please read the articles, "Shifting from Star Performer to Star Manager," by Annie McKee ("Star article") and "Effective Leadership Development: The Choice is Yours," by Suanne M. Sandage and William J. Winslow ("Leadership article.")

Select Jim, Celeste or Dave from the Leadership article. Draft a memorandum ("memo") to one of them as his/her supervisor. Address the work issues he/she is facing and, using support from both articles, make recommendations on how he/she should proceed.

The memo should be one page in length, using Times New Roman, 12 point font.

Attach the memo to the Clerk's Office Succession Development Program Application and submit on or before January 15, 2016 to njdsuccess@njd.uscourts.gov

U.S. DISTRICT COURT, DISTRICT OF NEW JERSEY CLERK'S OFFICE
SUCCESSION DEVELOPMENT PROGRAM

Participant Name: _____

First Year Curriculum			
<i>COURSE/ASSIGNMENT</i>	<i>DATE</i>	<i>INSTRUCTOR</i>	
Kick off and Overview	February 8, 2016	Chief Deputies, Chief Judge	Video Conference
Inside the Federal Courts	February 26, 2016	Self-Study - FJC	
Personality and Temperament Instrument Training – Real Colors	March 10, 2016	FJC Trained Instructor	Trenton
Time Management	March 10, 2016	FJC Trained Instructor	Trenton
First Time Manager Essentials	April 2016	Self-Study - JOU	
Effective Writing Workshop	June/August 2016	Monahan Consulting	All Vicinages
Advanced Presentation Skills 2	May/July 2016	Jonathan Peck	Newark
Managing Yourself, the Key to Leading Others	November 16, 2016	OLA Consulting	Camden
Camden Naturalization Ceremony	November 16, 2016	Trish Hruschka	Camden
E-mail/IM Etiquette	January 18, 2017	Alain Senatus, Andrea Walker	
Second Year Curriculum			
Basic Knowledge: Docketing, Federal/Local Rules, Intake	February 22, 2017	Operations Staff	Trenton
Basic Knowledge: Finance, Attorney Admissions; Internal Controls/Analyst	February 22, 2017	Finance Staff	Trenton
Basic Knowledge: Court Services	March 16, 2017	Court Services Staff	Trenton
Basic Knowledge: Budget, Procurement, Space and Facilities; Internal Controls	March 16, 2017	Budget/Procurement/Facilities Staff; District Analyst	Trenton
Basic Knowledge: Courtroom Deputies	April 4, 2017	Managers/Supervisors/CRDs	Trenton
Basic Knowledge: Human Resources; Security Preparedness	April 4, 2017	Human Resources Staff	Trenton
Lunch with the Chiefs	April/May 2017	Chief Deputies	All Vicinages
Basic Knowledge: Information Technology; Quality Control; CLE Events	May 10, 2017	IT Staff; QC Analyst; Events Coordinator	Trenton
Supervisors Panel and Mentoring Break Out Sessions	May 10, 2017	Managers/Supervisors	Trenton
Advanced Skills for Teambuilding	October 2017	OLA Consulting	Trenton
Mentoring/Job Shadowing - Session One	June-September 2017	Management Staff	
Mentoring/Job Shadowing - Session Two	October-January 2017	Management Staff	
Project Management	March 2018	Self-Study - FJC	
Leadership Essentials	March 2018	Self-Study - JOU	
Communicating with Impact	March 2018	Self-Study - JOU	
Newsletter Article	By March 2018	Writing Assignment	

Approved on this ____ day of March 2018.

 THERESA BURNETT, Chairperson for the
 Succession Development Committee



Succession Development Program Job Shadowing/Mentoring Agreement

This Job Shadowing/Mentoring Agreement exists to ensure participants and mentors set guidelines and develop an understanding of expectations from the beginning of the mentoring phase. This agreement helps to define expectations and establish communication guidelines. Although the completion of this form is a requirement, it is understood that items may be adjusted to fit the needs of both parties as the mentoring relationship develops.

Instructions – Review the following expectations that govern this agreement. Thereafter, please sign, date and indicate *specifically* what you are looking to get out of the Job Shadowing/Mentoring program.

Participant Expectations

- A. Communication – meet regularly with mentor and maintain frequent communication;
- B. Seek multiple opportunities and experiences to enhance learning;
- C. Review progress while working toward identified goals;
- D. Travel expected to at least 1 of the other offices during the four month period.

Mentor Expectations

- A. Provide guidance, oversight and encouragement to participant;
- B. Provide regular feedback during duration of mentoring phase;
- C. Communication – meet regularly with participant to review progress and work toward identified goals.

Mutual Expectations

- A. Duration of relationship – 10 hour minimum over a four month period;
- B. Termination of agreement – participant or mentor can terminate this agreement upon written notification to the other.



Succession Development Program Job Shadowing/Mentoring Agreement

☐ Session One (June–September)

☐ Session Two (October–January)

Participant_____

Department of Interest_____

I am looking forward to learning/achieving the following from the Mentoring Program (be as detailed as possible):

Participant Signature

Date

Supervisor/Manager Approval

Date

Department of Interest Sr. Manager Approval

Date

Submit the signed agreement to Training Specialist by May 19 for Session One and September 22 for Session Two.

Submit the Learning Plan to the Training Specialist at the end of each mentoring Session.



Succession Development Program Job Shadowing/Mentoring Learning Plan

Date _____

Participant _____

<input type="checkbox"/>	Session One (June–September)
<input type="checkbox"/>	Session Two (October–January)

Please Note: Use the following table to keep track of your activities. Please have the Sr. Manager of the Department you are mentoring in sign the completed Learning plan at the end of the session and submit to the Training Specialist for your personnel files.

Goal	Learning Assignments & Developmental Activities (e.g., on-the-job experiences)	Resources	Measurement	Target Date	Actual Completed Date/ Duration & Mentor Initials
Professional or career goal I want to achieve:	Activities that will help me reach this goal:	Resources I will need for each activity:	How I will measure my progress:	Date I anticipate completing the activities:	Actual date I completed the activities:
Goal					
Goal					

[illegible]

Goal	Learning Assignments & Developmental Activities (e.g., on-the-job experiences)	Resources	Measurement	Target Date	Actual Completed Date/ Duration & Mentor Initials
Professional or career goal I want to achieve:	Activities that will help me reach this goal:	Resources I will need for each activity:	How I will measure my progress:	Date I anticipate completing the activities:	Actual date I completed the activities:
Goal					
Goal					
Goal					
Goal					

 Department of Interest Sr. Manager

 Date