

Staffing Guidelines and Promotional Opportunities

How SEN staffs its direct service and operational teams — and how hiring and promotion decisions are made.

UPDATED MAY 2024 · INTERNAL USE ONLY

I. Staffing guidelines for the Direct Service Team

A. Roles and core responsibilities

Program Director

A Program Director (PD) is responsible for program implementation, ensuring that the program is executed successfully and achieves its intended outcomes.

Senior Director

A Senior Director (SD) leads a team of Program Directors and ensures that day-to-day expectations are met. An SD is expected to not only excel in the delivery of the contract's content themselves but also to ensure their team members perform at the same high level.

Executive Director

As a company leader, an Executive Director (ED) has a broad range of responsibilities that include program implementation, programmatic design and executive oversight, talent development, strategic management, and business development & communications.

As the company grows, secures new contracts, expands to new geographies, pilots new program strands, and creates new roles in the central, implementation, and operational teams, SENators in senior roles will have ongoing opportunities to increase their compensation and level of responsibility.

B. Staffing

SENIOR DIRECTORS

At SEN, Senior Directors (SDs) and Executive Directors (EDs) play key roles in overseeing contract and project work. Senior Directors take the lead on a single contract or workstream, while Executive Directors oversee multiple contracts and teams. If a SENator is managing between 2–5 SENators, they should typically be in the role of SD. An SD is normally embedded in direct program implementation at least 33% of the time, and more so in smaller size contracts. The SD manages a team working on the same contract or individuals across multiple contracts who are implementing similar types of work. An SD is expected to demonstrate exceptional aptitude and expertise in the

delivery of the contract's content, and to lead their team in delivering work that meets or exceeds the SD's own high standards.

The determination to appoint an SD is based on three factors: **team revenues, team size, and the complexity of executing contracts**. Generally, an SD role is justified by approximately \$1 million in revenue, which supports a team consisting of one SD, two Program Directors (PDs), and up to 40% of an ED's time for supervision, overhead, and cross-organizational work costs.

Determining the lift/complexity factor is subjective, but an SD may be necessary when a promising new contract or workstream requires significant time for new content creation or client relationship management that demands specialized expertise and/or local oversight that cannot be provided by the ED.

EXECUTIVE DIRECTORS

Executive Directors (EDs) are an essential part of SEN's Leadership Team and share collective responsibility for running the organization, staff development, and overall results. An ED's role involves managing existing contracts, overseeing staff development, and ensuring the success and quality of all work within their portfolio. This includes providing feedback and guidance to staff, supporting their growth, developing content for contracts, building and maintaining positive client relationships, and delivering content directly as needed (ideally not exceeding 10% of their time over the year).

In addition to their contract management responsibilities, EDs should allocate approximately 10% of their time to support org-wide initiatives and take responsibility for the quality and well-being of the company and its employees. Another 5–10% of their time should be devoted to organizational and business development, personal growth, researching best practices, attending conferences, developing new work strands, building the organization's reputation, and securing new contracts.

Determining when to create a new ED position depends on three factors: team revenues, team size, and the complexity of executing contracts. An ED position is typically justified by approximately \$4–5 million in revenue, which supports the management of 4–5 SD-led teams of varying sizes, along with operations team(s) to support the portfolio. New ED positions may be created when existing EDs reach their maximum capacity (with a goal of limiting direct reports to no more than six SENators) or when promising new workstreams with growth potential emerge in locations that make it challenging for current EDs to manage.

II. Staffing guidelines for the Operational Team

A. Roles and core responsibilities

Program Associate

Manages the operational workflow of a team. Completes assigned duties with support and oversight from team leaders. Emphasis on:

- Support to keep teams on track toward critical deadlines
- Logistics management related to school visits, convenings, etc.
- Data processing

Program Manager

Similar duties to those of a Program Associate with minimal support and oversight from team leaders.

- Full ownership of complex or cross-organizational projects
- Coach support through tool creation
- Complex data analysis
- Potential to manage 1–2 colleagues

Senior Manager / Director of Program Strategy

Serve as a proactive thought partner to the ED. Emphasis on:

- Codification and co-crafting of SEN's standard approach and levers for execution
- Advanced research and support of complex aspects of program implementation

B. Staffing

PROGRAM ASSOCIATES

When a team's operational workflow becomes too complex for Program Directors to manage effectively, the SEN team will hire a Program Associate (PA). The primary objective of hiring PAs is to allow SEN coaches to concentrate on their core activities while operational tasks are handled efficiently. The PAs will be responsible for managing the logistics related to school visits and convenings, administering internal and external surveys, processing data, tracking expenses, and creating tools such as school and coachee trackers. Another core responsibility for PAs is to ensure that teams remain on track toward critical deadlines.

PROGRAM MANAGERS

Program Managers manage complex operational workflows and data analysis with minimal support from team leaders. They take full ownership of all operational activities and projects, ensuring timely delivery and maintaining high-quality standards. PMs may also manage a colleague or two and must possess strong leadership, communication, and collaboration skills.

To be promoted to the position of Program Manager, Program Associates must have demonstrated exceptional performance and leadership potential, with the necessary skills and experience to lead complex projects and manage a team. The promotion requires the endorsement of their team leader and an assessment of their readiness for the role.

SENIOR MANAGERS / DIRECTORS OF PROGRAM STRATEGY

In addition to managing complex operational workflows, Senior Managers and Directors of Program Strategy (SM/DPS) serve as proactive thought partners to the Executive and Senior Directors regarding program design, execution, and evaluation. They focus on continuous improvement, codification, and co-crafting of SEN's standard approach and levers for execution. They also conduct advanced research and support complex aspects of program implementation.

Internal and external candidates considered for this role must possess strong leadership skills and the ability to collaborate across teams. They should also have a solid understanding of program design and evaluation principles. To be hired as a Senior Manager or Director of Program Strategy, candidates must have several years of relevant experience and a track record of successful program management. They should possess advanced research skills and the ability to think critically and proactively. Program Managers can be promoted to Senior Manager/Director of Program Strategy if they have demonstrated exceptional performance, leadership potential, strategic thinking, and the ability to manage complex projects and teams.

III. Hiring and promotional process

SEN's hiring and promotion process for management-level positions is designed to offer a comprehensive framework while considering various hiring scenarios. Four possible scenarios are addressed, with the first two being the most common and adhering to SEN's standard hiring process, while the other two are less common and feature tailored processes based on their unique context. By following these guidelines SEN aims to ensure a fair and transparent hiring process that aligns with our organizational values and promotes long-term success for the company and its employees.

- **No internal candidate:** When there are no internal candidates interested in, and/or able to meet the expectations of the role, the applicant pool consists of all external qualified candidates, and clear criteria will be articulated to avoid SENators applying for positions they cannot land. This scenario typically occurs when SEN lands a new contract and the position requires someone with local connections, or living geographically closer to the new contract site than any current SENators.
- **No clear frontrunner:** In cases where there is no clear frontrunner, the full hiring process is run to ensure effectiveness and fairness. The applicant pool is open to all qualified candidates, including external candidates if institutional knowledge is not required.
- **Only one qualified internal candidate:** If only one qualified candidate exists, which is a less common scenario, the ED/CEO conducts a vetting process to ensure that the internal candidate is ready for promotion. The applicant pool is a single internal candidate.
- **One SENator already in the role:** This is the least common scenario and occurs when the person being promoted is already doing the majority of the job, and the promotion is more of a re-leveling than a change in job responsibilities. In this case, an informal discussion will be held to provide support and answer unknowns about the changes the person will experience in their day-to-day responsibilities. The applicant pool is a single internal "applicant."

Reflection questions and prompts for hiring scenarios

SCENARIO	REFLECTION QUESTIONS
There is no qualified internal candidate	• Have we thoroughly reviewed our internal talent pool and considered all potential candidates? • Have we weighed the benefits of promoting internally against bringing in fresh perspectives? • Have we communicated the new opportunity clearly and widely within the organization? • Have we surveyed current employees to see if they might be willing to relocate for this role? • Are we certain that none of our current employees have local connections in the desired new location? • Can we offer any incentives or support to help internal candidates relocate?
There is only one qualified internal candidate or a clear internal frontrunner	• Have we thoroughly reviewed our internal talent pool and considered all potential candidates? • Is our vetting process thorough enough to ensure the candidate is truly ready for promotion? • Are we considering the candidate's readiness from multiple perspectives (e.g., technical skills, leadership qualities, cultural fit)? • What support and development opportunities can we provide to help the candidate succeed in the new role? • Are there mentorship or coaching programs we can use to support this transition? • Have we contacted internal candidates who are potentially qualified but are not eligible due to circumstance (e.g., a strong/long-standing relationship with a client) to

discuss the situation and other growth avenues?

One SENator already in the role

- Have we clearly defined how the official promotion will change the candidate's responsibilities and/or expectations?
- After the promotion is formalized, will any aspects of the job require new skills or adjustments?
- Have we gathered feedback from peers and supervisors about the candidate's current performance in the role?
- What support systems (e.g., training, mentorship) can we implement to facilitate a full/formal transition?