



CHRO Toolkit First 90 Days



What are the 5 big things you are trying to learn in the First 90 Days?

1. Pinpoint 1-2 major HR pain points of principals
2. Identify current gaps in HR functionality
3. Determine EXACTLY what each team/individual in HR is doing
4. Understand what's working to build upon
5. Identify potential “quick hits” that can be implemented to build your credibility and show progress is being made

Who to Meet With

IN THE FIRST 30 DAYS...

- Superintendent
- Chief of Staff to Superintendent
- CFO/Budget
- HR Staff (every team)
- Principals

IN THE FIRST 60 DAYS...

- Principal Supervisors
- Chief Academic Officer
- General Counsel
- Professional Development Lead

IN THE FIRST 90 DAYS...

- Union/Association Leadership
- IT Team
- Curriculum Specialists
- Teachers

Superintendent & Cabinet

Major Insights to Gain:

- How is human capital work embedded in the overall district strategy around student achievement and school improvement?
- What are Cabinet members' perceptions of Human Resources?
- What is most important to the Superintendent about the HR Department?

Principals



Major Insights to Gain:

- What are their major pain points with HR?
- Who are key players within HR to principals?

* See Appendix for sample questions and data to review in advance meeting with Principals

HR Staff

Major Insights to Gain:

- What does every team in HR do?
- Who are your go-to people in HR?
- What are the gaps in terms of skills/functions?
- What is working well that can be built upon?

Tips on Building Effective Relationships



- Share as much as you can about who YOU are as a person
 - What draws you to this opportunity? What do you love to do?
- Do more listening than talking in the first 90 days
- Ask other offices/teams how HR can help them do their work better
- Understand what YOUR leadership team needs from you too and work to deliver on this - trust builder & provides insight into how they operate

General Advice: Getting to Know your HR Team

- Try not to pre-judge, even if you hear negative things over and over again.
- Part of your job is to open the cage door - know that some people will never come out.
- Make sure your team knows that you will always give them the benefit of the doubt, but that you will look into issues/complaints if they arise.
- Giving your team permission to take risks and to question policies and practices is a good place to start. Build their comfort level to do this...
- Find informal ways to get to know people - schedule time for coffees and lunches. Sometimes people will tell you more outside a meeting environment.

General Advice: Beyond the First 90 Days

- Prioritize 1 BIG principal pain point first. Once you successfully address this, can move onto others.
- Prioritize 2-3 “quick hits” - ideally connected to principal pain points - to build trust and confidence in you and your team.
- If a lot of HC functions exist outside of HR - be intentional and cautious about how you start to chip away at that.
 - ▶ Look at human capital work that no one is doing



A Few Examples of Quick Wins

- Align HR service delivery team (staffing/HR Partners) to same structure as principal supervisors
- Tighten up leaves of absence - run report of teachers who have exhausted leave and put a plan in place to follow-up with principals
- Change HR's role in forced placements - hold open session with principals
- Others?

Your Experience



What resonates
with you?

What have you
learned?

What has worked
for you in your
first 90 days?

Appendix: Sample Questions for Superintendent's Cabinet

KEY QUESTIONS

- 1) How is HR doing from your perspective?
- 2) What are HR's areas of strength? What areas are most in need of improvement?
- 3) What have been your interactions with HR? Positive and negative
- 4) What types of data does HR share with you?
- 5) How could HR better support the goals of your department?

DATA TO REVIEW

- 3-5 years of previous staffing allocations & 3 years of projected future budget/staffing allocations (Finance/Budget)
- Student achievement data by region, level and high/low need schools (CAO)
- Professional Development spend (\$)

Appendix: Sample Questions for Principals

KEY QUESTIONS

- 1) On a scale of 1 to 10 (10 being the best and 1 being dysfunctional), how would you rate HR's service and support to you?
- 2) What are the things that are easy for you when it comes to HR? What things are most difficult?
- 3) What are the biggest human capital challenges facing your schools?
- 4) What data do you receive from HR about your staff?
- 5) How much autonomy do you feel you have over staffing your building?
- 6) Who do you go to in HR when you need to get things done for you?

DATA TO REVIEW

- # of vacancies that went unfilled in their building this year/last year at the start of school
- # of low performing teachers in their buildings they would like to see significant improvement or exiting
- # of teachers they want to make sure they retain in their buildings this school year

Appendix: Sample Questions for HR Staff

ACTIVITIES/MEETINGS

- 1) HR Leadership
- 2) Each HR team - prioritize teams who provide direct support to principals (e.g. staffing)
- 3) Shadow key individuals to get a window into the type of work they do - let principal pain points guide where you go
- 4) Retreat with HR team to diagnose what HR is doing well/could do better
- 5) Understand the backgrounds/skillsets of team members- Business, School-based, HR

DATA TO REQUEST

- # of vacancies that went unfilled in their building this year/last year at the start of school
- # of low performing teachers in their buildings they would like to see significant improvement or exiting
- # of teachers they want to make sure they retain in their buildings this school year

Appendix: Sample Questions for Other Stakeholders

AUDIENCE	KEY QUESTIONS
Chief Academic Officer	<ul style="list-style-type: none"> What areas of HR/HC do you think are the strongest? What are your greatest pain points when dealing with HR?
Chief Financial Officer	<ul style="list-style-type: none"> How do you work with HR on position control, allocations and payroll?
General Counsel	<ul style="list-style-type: none"> What are the biggest areas of risk for the district right now? What are the top 2-3 priorities for next round of negotiations with the union?
Union/Association Leadership	<ul style="list-style-type: none"> How would you describe your relationship with HR? On a scale of 1-10 (with 10 being the best and 1 being dysfunctional), how would you rate HR's capacity on the work they do that intersects with the union/association? What are some of the challenges you find that face your work with HR? How could HR improve to overcome those challenges? What are some of the challenges your members face? How could HR address those challenges? What are your impressions of nationwide work being done in "human capital management"?
Principal Supervisors	<ul style="list-style-type: none"> What are your interactions with HR? Positive/Negative What do you feel are your principals greatest pain points around HR? What are the biggest HC challenges for your schools?
IT Team	<ul style="list-style-type: none"> What are the main HR reports that are available? How do HR systems connect with one another? How is HR data shared with schools?
Curriculum/PD Specialists	<ul style="list-style-type: none"> How is PD generally done in the district? Is it pull-out or job-embedded? How does district determine PD that is offered?