





# What are the <u>5 big things</u> 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	IN THE FIRST 60 DAYS	IN THE FIRST 90 DAYS
<ul> <li>Superintendent</li> <li>Chief of Staff to Superintendent</li> <li>CFO/Budget</li> <li>HR Staff (every team)</li> <li>Principals</li> </ul>	<ul> <li>Principal Supervisors</li> <li>Chief Academic Officer</li> <li>General Counsel</li> <li>Professional Development Lead</li> </ul>	<ul> <li>Union/Association Leadership</li> <li>IT Team</li> <li>Curriculum Specialists</li> <li>Teachers</li> </ul>



### 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?

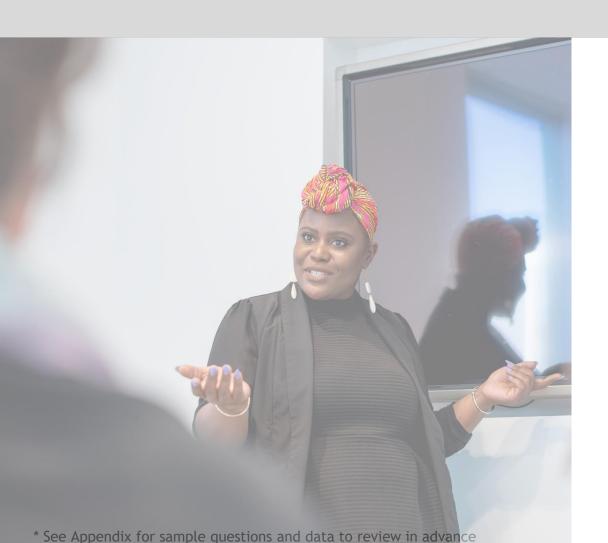
<sup>\*</sup> See Appendix for sample questions and data to review in advance meeting with Superintendent & Cabinet



## **Principals**

meeting with Principals





### Major Insights to Gain:

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



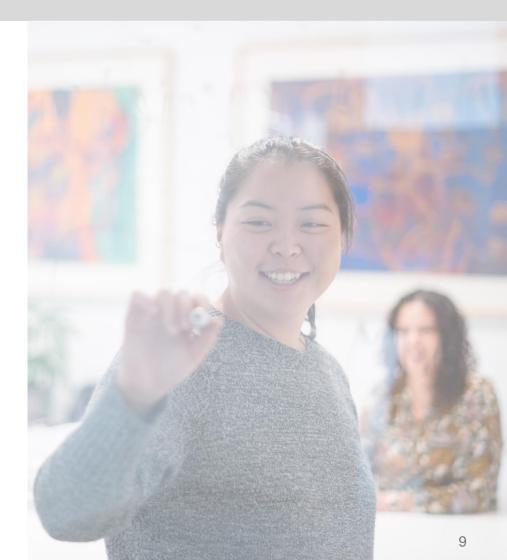
- Try not to pre-judge, even if you hear negative things over and over again.
- Part of your job is to open the cage door know that some people will never come out.
- Make sure your team knows that you will always give them the benefit of the doubt, but that you will look into issues/complaints if they 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



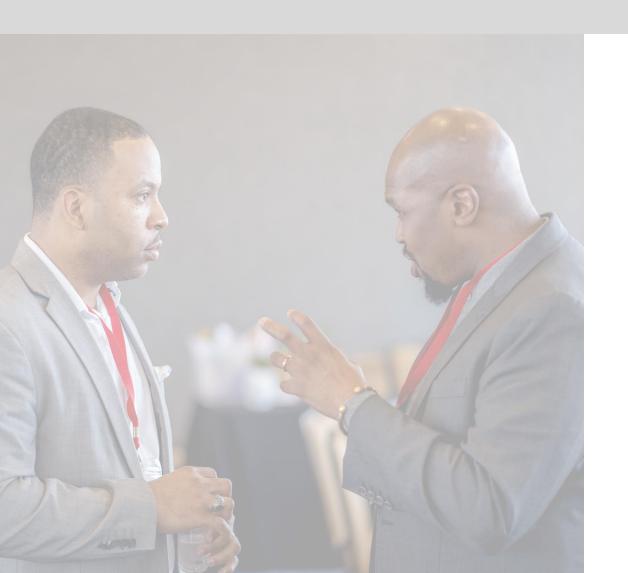
- Align HR service delivery team (staffing/HR Partners) to same structure as principal supervisors
- Tighten up leaves of absence run report of teachers who have exhausted leave and put a plan in place to follow-up with principals
- Change HR's role in forced placements hold open session with principals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







#### **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, Schoolbased, 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> <li>What areas of HR/HC do you think are the strongest? What are your greatest pain points when dealing with HR?</li> </ul>
Chief Financial Officer	How do you work with HR on position control, allocations and payroll?
General Counsel	<ul> <li>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?</li> </ul>
Union/Association Leadership	<ul> <li>How would you describe your relationship with HR?</li> <li>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?</li> <li>What are some of the challenges you find that face your work with HR? How could HR improve to overcome those challenges?</li> <li>What are some of the challenges your members face? How could HR address those challenges?</li> <li>What are your impressions of nationwide work being done in "human capital management"?</li> </ul>
Principal Supervisors	<ul> <li>What are your interactions with HR? Positive/Negative</li> <li>What do you feel are your principals greatest pain points around HR?</li> <li>What are the biggest HC challenges for your schools?</li> </ul>
IT Team	<ul> <li>What are the main HR reports that are available? How do HR systems connect with one another? How is HR data shared with schools?</li> </ul>
Curriculum/PD Specialists	<ul> <li>How is PD generally done in the district? Is it pull-out or job-embedded? How does district determine PD that is offered?</li> </ul>