

# Welcome

# NYC Public School Professional Development Day

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# Getting it Right from the Start: First Impressions of a Quality Team



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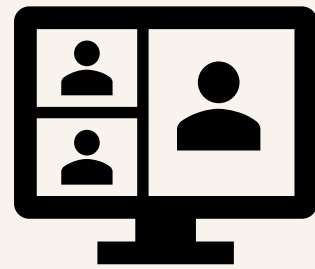
# Housekeeping

- Keep your name visible so that we can provide credit for attendance
- Actively engage: Q&A Feature will be available
- Collect Pen and Paper for note taking and journaling



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# Housekeeping



**Chat and Engage**



**Journal and Reflect**



**Grow and Continue Learning**



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# About Us

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We work to promote exemplary early childhood outcomes for all children by:

- Recruiting and training a talented workforce
- Applying dynamic research strategies
- Developing innovative models for professional learning
- Promoting effective public policy and adequate funding
- Strengthening educator preparation programs and expanding career opportunities for early childhood educators



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# Group Norms

**Be fully  
present**

**Honor  
confidentiality**

**Commit to  
Curiosity**



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# Today's Learning Objectives



Define your Organizational Culture, with shared values, mission and Vision



Reflect on your program culture to build and ensure consistent accountability and excellence



Consider how you operationalize HR processes- interviewing, hiring, onboarding



Develop a goal and individualized plan for your team or organization to improve quality and culture alignment



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# Poll Question

What setting do you currently lead in?

- Community Based Organization (CBO)
- District Pre-K
- District School
- Family Child Care Network
- Family/Group Family
- Other



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# Why Organizational Culture Matters

- Organizational conditions impact child/adult learning
- A Leader's most important job is making sure that each space & Classroom has highly effective educator teams
- Goal: Stability – reduce turnover, maintain the quality, talent and institutional knowledge and culture.



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# 8 Forces that Shape Culture

1. Direction and expectations
2. Routines and Systems
3. Modeling
4. Environment
5. Language and communication
6. Interactions
7. Time
8. Opportunities

Ritchhart, Ron. (2015). *Creating Cultures of Thinking: The 8 Forces We Must Master to Truly Transform Our Schools*.



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# How Vision & Mission influence Culture

- Example:

ABC school's vision states:  
"Our approach is relationship based..."



**Culture Force 1: Directions and Expectations**



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**What do you clearly outline in your interviews as your expectations of your staff and your program culture?**



**Culture Force 1: Directions and Expectations**



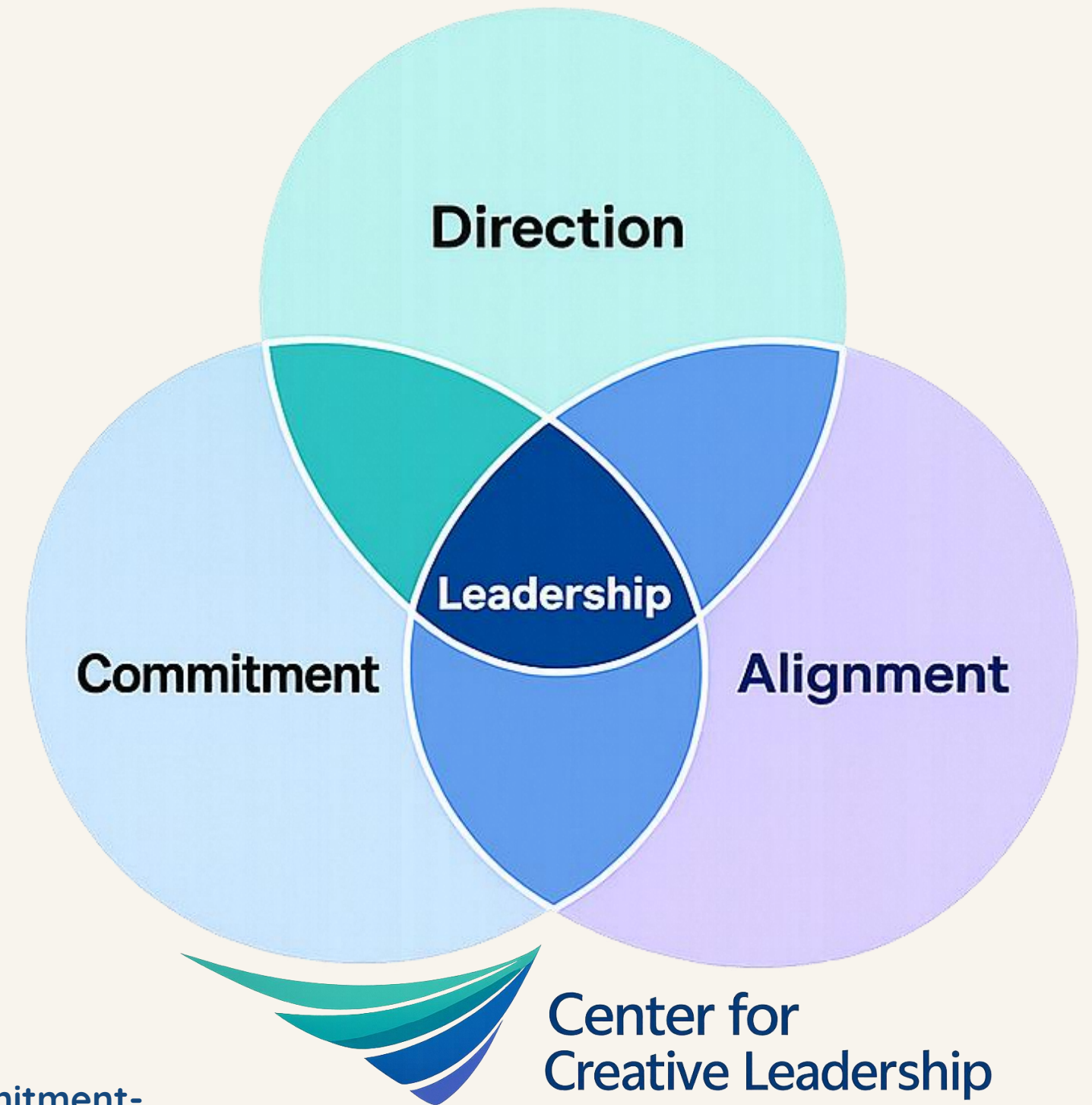
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# Leadership Happens When **DAC** Is Present

**Direction.** Agreement on the group's shared goal

**Alignment.** Coordinated work within the group.

**Commitment:** Mutual responsibility of the group



<https://www.ccl.org/insights-research/direction-alignment-and-commitment-assessment/>



**Culture Force 1: Directions and Expectations**



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# Why is a defined Culture important

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- Leadership Brand & Identity
- **Expectations** & Performance
- Grounds decision making for the program



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# Think, Feel, Care: A Thinking Routine to Foster Perspective taking with a System

**Think:** How does your staff understand this system and their role in it?

**Care:** What is this person's values, priorities or motivations regarding the system? What is important to this person?

**Feel:** What is the person's emotional response to the system and to their position within?



Culture Force 2. Routine & Systems



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# How does **Modeling** influence program culture

- Leadership modeling uphold the mission and policies of the program
- Demonstrates work/life balance and wellness practices
- Reinforces accountability

Culture Force 3. Modeling



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# Role Clarity: Who's Responsible for...

- ensuring the wellness of the team?
- to the compliance of the program?
- to lift the culture and Mission & Vision of your program?
- the pedagogical curriculum in classrooms?



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# Getting it Right from the Start!



# Setting expectations about your culture from the start

- Recruitment
- Job Description
- Interview
- Handbooks
- Onboarding
- Communication norms



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# Your Hiring System

- What is your hiring process?
- Do you solely rely on word of mouth?
- Is your process working for you?
- Do you have pathways of for talent from diverse communities?
- Do you anticipate hiring needs or only recruit after a loss of staff?
- Who is part of the hiring team?
- Do you have pathways for talent from diverse communities?



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# Recruiting Talent

What are you promoting in your recruitment ads and outreach?

- What do the images reflect?
- What does the language reflect?

Where are you posting and recruiting?



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# Job Crafting & Descriptions

- Title, Classification
- Job summary
- Responsibilities and Duties
- Physical Requirements\*
- Required qualifications and ongoing PD



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# Hiring: Preventing bias, discrimination & poor morale

- All positions should be posted BOTH internally and externally prior to hiring or promoting any staff member
- All staff have the right to apply and interview

Selecting staff based on favoritism is a discriminatory hiring practice and creates perceived bias in programs



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# Interview Questions

- Keep it legal
- You must ask the same set of questions to all candidates of the same role.
- Have a rubric
- Inquire about character, qualities and attitude.

**Train for skill, hire for personality and attitude**



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# Most frequently asked illegal interview questions

- How do you plan to get to work? Or what borough do you live in? or What line did you take to get here today?
- The shift begins at 8:00 AM and ends at 5:00 pm. Do you have any concerns regarding this requirement?
- Do you need Childcare?
- The shift begins at 8:00 and ends at 5:00, Monday through Friday. Our program operates year-round. Do you have any concerns regarding this requirement.



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# Most frequently asked illegal questions con't...

- I see that you attended CUNY Lehman, so did I. What year did you graduate?
- Can you confirm that you have a confirmed degree from CUNY?
- You indicated on your resume that you are bilingual. Where did you learn how to speak French?
- The role does require our bilingual staff to support our French speaking parents and students. Are you proficient enough to hold pedagogical conversations and share relevant school information in writing?



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# Interview Questions to support candidate selection

- Scenario:
- You have identified that you need a teacher who understands child behavior is a reflection of classroom environment, unmet needs and understanding of “freedoms and limits”.
- What questions would be best to determine if this candidate meets this need in your program?



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Think about a child in your classroom who exhibited behaviors that needed your attention.

Tell me what you think provoked such behaviors and how did you adjust and meet the child's needs in that moment?

How did the child's behaviors make you feel in that moment?

Why did you choose this particular child or situation?



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# What to assess

- Questions that assess
  - professional experience
  - personal qualities
  - education philosophy
  - relationship readiness



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# Offers of Employment

- Always in writing in a PDF on letterhead signed by program leadership
  - Not a text
- Needs to comply with federal and NYS DOL compliance requirements that include location, wage, reporting structure, hours/shifts and start date.
- NYS At-Will statement (*unless otherwise noted by union or other contract language*)



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# Additional Consideration

- **Payroll**
  - Teachers and staff who report repeatedly, and are supervised are not eligible for W9.
  - Using Zelle is allowed to transfer funds but does not replace wage law requirements. Using Zelle without documentation and providing staff payroll record (Paystubs) is illegal.
  - Paying someone on Zelle does not remove the obligation that they are covered by your workers compensation insurance



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# Pay stub shows

- Hours worked
- Payrate
- Gross wage
- Overtime
- Deductions
- Taxes withheld
- Net pay
- Employer information



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# Onboarding: Required- Review

- Environment
- Parent Handbook
- Staff handbook including all procedures and policies
- Employee handbook
- NYC DOH or OCFS regulations (*where applicable*)
- NYSED requirements
- Head Start Requirement (*where applicable*).
- Resource Review such as:
  - CBK, Early Learning Guidelines, NYSED Pre-K Standards, etc.



Culture Force 4. Environment



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# On Boarding Best Practice

- **Compliance with training requirements**
  - Including NYS Prevention of Sexual Harassment and Bullying in the workplace
- **Requirements notifications**
  - Wage Theft Protection Act
- **Employee Acknowledgement – signed and retained**



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# Supporting their career after hire!

- Invite them to meet with a Career Advisor at the NY Early Childhood Career Center
  - Access Study Plan and Education plans supports
  - Access scholarships
  - And much more....
- Reflective supervision!!!!
  - Ongoing strength-based conversations



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# Retaining your Staff

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- **Continuous check ins and Goal setting:**
  - Goals around classroom outcomes
  - Personal development outcomes
  - Short-term and long-term goals of the center/program and how they contribute to that goal



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# In Summary:

- Develop a goal and individualized plan for your team or organization to improve quality and culture alignment



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# Connect With Us



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