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# Technology Staff Leadership

— Don Chase and Adela Dickey —



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# Creating your Team



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# Hiring

Proper hiring is key to identify baselines of evaluations, performance reviews, and performance plans

- Do you have clearly defined job description?
- What technical skills are needed?
- What personality traits are needed?
- What certifications or degrees are expected or required?
- Where will you advertise for applicants?

# Interviewing

- Who will be involved in the initial interviews?
- Where will you meet – office, coffee shop, ...?
- What questions will you ask?
- Are there tasks you will ask the candidate to perform – repair a workstation, add a network user, respond to a work order in writing, etc?
- How many interviews is enough?

# Getting Started

- What do you do on the first day?
  - Evaluation form
  - Process and Procedures of the department
  - Staff meeting
  - Comfortable in the work environment
  - Tasks - account setup and login, computer setup, etc.
  - Train on what you want them to do to be successful the first week
- How will you “onboard” the new hire to convey your desired culture and expectations?
- Can you partner the new hire with a mentor? (Choose the mentor wisely!)
- How do you quickly determine success/failure before the permanent position is offered?

# Evaluating

- What performance benchmarks are expected?
- How is feedback provided to the tech?
- If performance is lacking, can a performance plan be put in place to salvage the tech?

# “Culture eats strategy for breakfast.”

- Are there culture issues? Admit it and examine if it can be fixed.
- Is there a plan for repairing the issues?
- Have you outlined expectations, consequences, consistency?
- Is there a “bad apple”? The leader **MUST** take steps to help that person improve or help him/her move to their next opportunity.



# Team Building - Strengthening Relationships



# Communications

- How often does the department meet to share ideas and discuss issues?
- Is there an opportunity to share successes, problems solved, or challenges encountered?
- How often does technology meet with top administrators and curriculum committees? With staff? With students?
- How does the tech department communicate with users about issues and changes?

# Technology Staff Leadership IN CTO Clinic 2016

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