

90-DAY HR LEADERSHIP & ORGANIZATIONAL READINESS PLAN

A practical framework for assessing risk, strengthening workforce systems, and establishing a scalable people function in a high-performance professional services environment.

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IMPORTANT CONTEXT

This sample is an illustrative leadership framework. Priorities, timelines, and deliverables would be customized after reviewing the organization's workforce model, growth objectives, jurisdictional requirements, and existing HR infrastructure.

LEADERSHIP APPROACH

Building an HR Function That Can Keep Pace With the Business

The first 90 days should create clarity without disrupting momentum. The objective is to understand the organization, address urgent workforce and compliance exposure, and establish systems that support consistent, well-documented people decisions.

90-DAY OBJECTIVE

Move the HR function from reactive support to an accountable business capability with clear priorities, reliable processes, leadership visibility, and a practical roadmap for scale.

Operating Principles

BUSINESS-ALIGNED	HR priorities reflect revenue goals, client commitments, growth plans, and operational realities.
RISK-AWARE	Employment decisions, documentation, access, and policies are reviewed through a consistent risk lens.
DECISIVE AND PRACTICAL	Urgent issues are separated from longer-term improvements so the organization can act without creating unnecessary drag.
CONFIDENTIAL	Sensitive workforce matters are handled with discretion, controlled access, and disciplined communication.
MEASURABLE	Leadership receives a focused view of workforce health, open risks, hiring activity, and implementation progress.

The 90-Day Roadmap at a Glance

DAYS 1-30 Assess & Stabilize Understand the workforce, surface immediate exposure, and establish priorities.	DAYS 31-60 Build & Align Strengthen core people systems, leadership practices, and accountability.	DAYS 61-90 Embed & Scale Operationalize governance, reporting, talent planning, and the forward roadmap.
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DAYS 1-30

Assess & Stabilize

Establish credibility, understand the operating environment, and separate immediate risk from longer-term opportunity.

PRIMARY OUTCOMES

- A fact-based view of the workforce, reporting structure, critical roles, current HR workload, and immediate exposure.
- Leadership alignment on decision rights, escalation paths, confidentiality expectations, and the priorities guiding the 90-day buildout.

LEADERSHIP & WORKFORCE DISCOVERY

- Meet with executives and key managers to understand business priorities, growth plans, workforce concerns, and cultural pressure points.
- Map the workforce, reporting relationships, worker classifications, critical roles, vacancies, and HR ownership.
- Review the employee lifecycle and identify where decisions stall, controls break down, or ownership is unclear.

RISK & INFRASTRUCTURE REVIEW

- Assess policies, agreements, personnel files, notices, retention practices, and documentation consistency.
- Review payroll and benefits touchpoints, access controls, leave practices, performance records, and employee-relations matters.
- Triage complaints, investigations, classification concerns, wage-hour exposure, and issues requiring prompt action or counsel.

Initial Leadership Cadence

A short weekly executive HR briefing begins immediately, focused on material workforce risks, decisions required, recruiting pressure, employee-relations matters, and progress against the 90-day plan.

Illustrative Deliverables

01**Workforce & role map****02****HR risk and readiness register****03****Priority action plan****04****Executive reporting cadence**

Decision Standard

The first month separates gaps requiring immediate action from improvements that can be sequenced - based on potential impact to people, compliance, client delivery, leadership capacity, and business continuity.

DAYS 31-60

Build & Align

Convert findings into consistent systems, clearer leadership practices, and a stronger employee experience.

CORE HR SYSTEMS

- Standardize recruiting approvals, candidate evaluation, offer documentation, background-check steps, and hiring records.
- Build or refine onboarding with defined owners, role expectations, acknowledgments, access provisioning, and 30/60/90-day checkpoints.
- Establish practical workflows for leave, employee concerns, corrective action, investigations, separations, and priority policy updates.

LEADERSHIP & PERFORMANCE

- Clarify role accountabilities, manager expectations, decision authority, and escalation channels across the organization.
- Introduce a consistent performance rhythm using role outcomes, feedback expectations, documented coaching, and formal review checkpoints.
- Equip managers for difficult conversations, performance documentation, confidentiality, and timely escalation.
- Identify leadership-capacity gaps requiring coaching, delegation, training, or structural adjustment.

People Metrics That Inform Business Decisions

WORKFORCE

Headcount and workforce mix
Critical-role coverage
Turnover and retention signals

TALENT FLOW

Open roles and aging
Time through hiring stages
Onboarding completion

RISK & EXECUTION

Open employee matters
Documentation gaps
90-day implementation status

Illustrative Deliverables

01

Standardized HR
workflows

02

Manager guidance tools

03

Performance framework

04

Priority policy updates

Leadership Impact

By day 60, leaders should know where to go, what to document, when to escalate, and how people decisions connect to performance, risk, and business priorities.

DAYS 61-90

Embed & Scale

Move from initial implementation to sustainable governance, measurable accountability, and forward workforce planning.

OPERATIONALIZE & GOVERN

- Finalize ownership, service standards, approval paths, and review schedules for recurring HR processes.
- Establish a concise leadership dashboard with workforce trends, open risks, decisions required, and implementation progress.
- Audit early adoption of new workflows and correct breakdowns before inconsistent workarounds become embedded.

PREPARE FOR GROWTH

- Develop a 6-12 month people roadmap aligned to hiring demand, critical capabilities, leadership capacity, and organizational priorities.
- Identify succession exposure, single points of failure, retention concerns, and future role or structure needs.
- Recommend the appropriate HR operating model, technology priorities, external counsel touchpoints, and administrative support.

Readiness Indicators at Day 90

LEADERSHIP & RISK CLARITY	Managers understand decision rights and escalation expectations; material workforce concerns are prioritized, owned, and visible.
PROCESS RELIABILITY	Core employee-lifecycle processes have clear owners, steps, documentation, and controls.
TALENT DISCIPLINE	Hiring, onboarding, performance, and retention decisions use consistent standards and useful data.
SCALABLE DIRECTION	Leadership has an actionable people roadmap tied to business priorities and capacity.

90-Day Handoff

At day 90, executive leadership receives a concise readiness review covering completed actions, unresolved exposure, adoption findings, decisions required, and the prioritized 6-12 month roadmap - creating a clean transition into ongoing HR leadership.

Framework note: This illustrative plan is not legal advice. Final scope should reflect workforce size, jurisdictions, business strategy, resources, and the HR leader's authority.