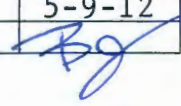


OAKLAND UNIFIED SCHOOL DISTRICT  
Office of the Superintendent of Schools

May 9, 2012

Legislative File	
File ID Number:	12-1094
Introduction Date:	5/9/12
Enactment Number:	12-1261
Enactment Date:	5-9-12
By:	

TO: Board of Education

FROM: Anthony Smith, Ph.D., Superintendent *WAGS*  
Brigitte Marshall, Associate Superintendent, Human Resources Services and Support *BM*

SUBJECT: Elimination and Creation of Positions for the Restructuring of the Human Resources Services and Support Department

**ACTION REQUESTED**

Approval by the Board of Education of Resolution No. 1112-0218 – Elimination and Creation of positions to support the restructuring of the Human Resources Services and Support Department as indicated by the Strategic Plan which calls for the reorganization of central office departments to support quality, Full Service Community Schools.

**DISCUSSION**

The purpose of our District's Human Capital work is to dramatically improve the achievement of Oakland's children by substantially improving instructional practice, and the effectiveness of teachers, principals and central office support staff. This is done by acquiring, developing, performance managing and retaining the best talent in our schools and central office departments.

Current OUSD Human Resource practices are failing children. We are not currently guided by a coherent plan that systematically addresses the multiple components that must be aligned in order to ensure that our children consistently receive instruction, support, services and care from outstanding adults. A two year restructuring plan has been created to reorganize and refocus the department so that it is better positioned to support the development of a Full Service Community District.

The new organizational structure is designed to support an emphasis on the following:

**"The Oakland Way"**

Recruit and retain people on the basis of their commitment to equity and social justice and to serving *our* children. Recruit local, diverse staff representative of the demographics of our children.

**Grow**

Invest in the adults who have made a commitment to serve our children.  
Offer training and development opportunities.  
Provide career ladder advancement structures.  
Support transition opportunities.

**Recognize and Celebrate**

Compensate staff competitively and equitably.  
Reward excellence and celebrate achievement.

**Excellence Uncompromised**

Demand consistently high performance against clear standards.  
Hold people accountable for failing to meet the standards.  
Assertively pursue separation for those whose service undermines the success of our children.

## **Work Smart**

- Maintain consistently high-performing systems.
- Use technology to improve systems effectiveness.

The successful implementation of well-designed Human Capital Development practices in Oakland Unified School District will result in:

- A highly effective teacher in every classroom
- A highly effective leader at every school site
- A classified service made up of consistently high performers
- Accomplished central office leaders in every department
- High employee satisfaction
- Retention of effective staff
- A reputation throughout the Greater Bay Area that OUSD is THE place to work
- A competitive applicant pool for classified and certificated positions
- A lean, highly effective transactions/operations organization with low error rates and rapid issues resolution rate

The restructure of the Human Resources Department includes the elimination of a number of positions, all of which are currently vacant, and the creation of new positions to replace them. The new positions will support work in the areas of talent acquisition, strategic school support, and specialized areas of personnel management. During this initial phase of restructuring, the total number of positions in the department will not change with the exception of the addition of three positions currently housed in the Talent Development Office (TDO). These positions, funded by two federal grants that support local recruitment efforts, will move to the Human Resources Department in the interests of better alignment of Human Capital work across the District.

### Human Resources Services and Support Department

#### **Eliminate:**

#### Position Title/FTE

Supervisor, Recruitment (1.0 FTE)

#### Salary Schedule/Range

Salary Schedule: CFCA

Range 15: \$65,098 - \$83,093

12 months, 261 days, 7.5 hours

#### Position Title/FTE

Service Team Assistant II (2.0 FTE)

#### Salary Schedule/Range

Salary Schedule: CFST

Range 15: \$41,784 - \$56,010

12 months, 261 days, 7.5 hours

#### Position Title/FTE

Technician, Network (1.0 FTE)

#### Salary Schedule/Range

Salary Schedule: WTCL

Range 47: \$47,406 - \$63,576

12 months, 261 days, 7.5 hours

Human Resources Services and Support

**Create:**

Position Title/FTE

Director, Strategic School Support (1.0 FTE)

Salary Schedule/Range

Salary Schedule: CFAD

Range 18: \$81,724 - \$104,317

12 months, 227 days, 7.5 hours

Position Title/FTE

Director, Talent Acquisition (1.0 FTE)

Salary Schedule/Range

Salary Schedule: CFCA

Range 20: \$81,736 - \$104,305

12 months, 261 days, 7.5 hours

Position Title/FTE

Manager, Talent Acquisition (1.0 FTE)

Salary Schedule/Range

Salary Schedule: CFAD

Range 18: \$74,938 - \$95,647

12 months, 227 days, 7.5 hours

Position Title/FTE

Specialist, EEO, Reasonable Accommodation  
and Leave Administration (1.0 FTE)

Salary Schedule/Range

Salary Schedule: CFCA

Range 16: \$68,351 - \$87,235

12 months, 261 days, 7.5 hours

Position Title/FTE

Specialist, Employee Retention and  
Development (1.0 FTE)

Salary Schedule/Range

Salary Schedule: CFCA

Range 16: \$68,351 - \$87,235

12 months, 261 days, 7.5 hours


**BUDGET IMPACT**

Funding for these positions is as follows: 1.0 FTE General Purpose; 1.0 FTE Transition To Teaching grant; 2.4 FTE Title II; .40 FTE Measure G; and .20 FTE Title I funds for a total of 5.0 total FTEs.

**RECOMMENDATION**

Approval by the Board of Education of Resolution No. 1112-0218 – Elimination and Creation of positions to support the restructuring of the Human Resources Services and Support Department as indicated by the Strategic Plan which calls for the reorganization of central office departments to support quality, Full Service Community Schools.

OAKLAND UNIFIED SCHOOL DISTRICT  
Office of the Superintendent of Schools  
May 9, 2012

Legislative File	
File ID Number:	12-1094
Introduction Date:	5/9/12
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By:	

RESOLUTION  
OF THE  
BOARD OF EDUCATION  
OF THE  
OAKLAND UNIFIED SCHOOL DISTRICT  
Resolution No. 1112- 0218

**Elimination**

- Supervisor, Recruitment -
- Service Team Assistant II (2.0 FTE) -
- Technician, Network -

**Create**

- Director, Strategic School Support -
- Director, Talent Acquisition -
- Specialist, EEO, Reasonable Accommodation and Leave Administration -
- Specialist, Employee Retention and Development -
- Manager, Talent Acquisition -

**WHEREAS**, it is the goal of the Oakland Unified School District to ensure organizational effectiveness, efficiency and accountability to further student achievement; and

**WHEREAS**, it is the intent of the District to develop a structure which focuses on providing high standards of service and increasing accountability across the system; and

**WHEREAS**, the restructuring of positions within the Human Resources Services and Support Department (HRSS) aligns with the District's Strategic Plan for full service community schools and a full service community District; and

**WHEREAS**, the District is committed to a structure which focuses on promoting student achievement and to support sites fully; and

**WHEREAS**, the old job classifications are eliminated and the new job classifications are now created to current standards and are placed on the appropriate salary schedule and range as specified, and

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Education hereby determines that the positions below herein enumerated as "eliminate" are hereby eliminated, and the positions enumerated below as "create" shall be established on the salary schedule/range as stated herein, effective 12:01 a.m., July 1, 2012, as follows:

Human Resources Services and Support Department

**Eliminate:**

Position Title/FTE

Supervisor, Recruitment (1.0 FTE)

Salary Schedule/Range

Salary Schedule: CFCA

Range 15: \$65,098 - \$83,093

12 months, 261 days, 7.5 hours

Human Resources Services and Support Department

**Eliminate (continued):**

Position Title/FTE

Service Team Assistant II (2.0 FTE)

Salary Schedule/Range

Salary Schedule: CFST

Range 15: \$41,784 - \$56,010

12 months, 261 days, 7.5 hours

Position Title/FTE

Technician, Network (1.0 FTE)

Salary Schedule/Range

Salary Schedule: WTCL

Range 47: \$47,406 - \$63,576

12 months, 261 days, 7.5 hours

Human Resources Services and Support

**Create:**

Position Title/FTE

Director, Strategic School Support (1.0 FTE)

Salary Schedule/Range

Salary Schedule: CFAD

Range 18: \$81,724 - \$104,317

12 months, 227 days, 7.5 hours

Position Title/FTE

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Salary Schedule/Range

Salary Schedule: CFCA

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12 months, 261 days, 7.5 hours

Position Title/FTE

Manager, Talent Acquisition (1.0 FTE)

Salary Schedule/Range

Salary Schedule: CFAD

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Position Title/FTE

Specialist, Employee Retention and  
Development (1.0 FTE)

Salary Schedule/Range

Salary Schedule: CFCA

Range 16: \$68,351 - \$87,235

12 months, 261 days, 7.5 hours

and,

**BE, IT FURTHER RESOLVED**, that the Board authorizes 5.0 FTE for the newly created positions.

Passed by the following vote:

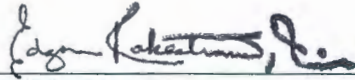
AYES: Gary Yee, Alice Spearman, Vice President Jumoke Hinton Hodge,  
President Jody London

NOES: Noel Gallo

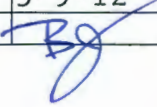
ABSTAINED: None

ABSENT: Christopher Dobbins, David Kakishiba

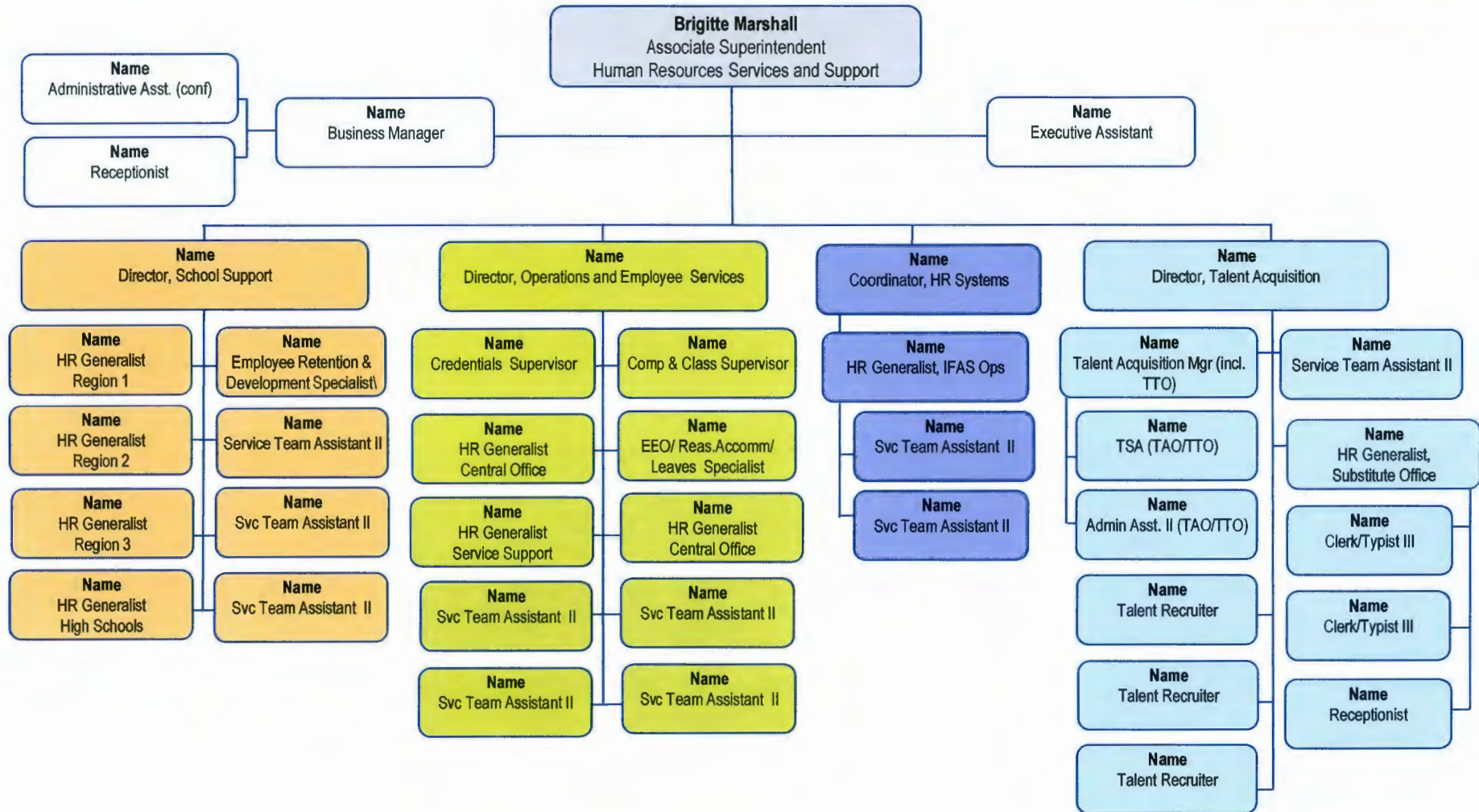
I hereby certify that the foregoing is a full, true and correct copy of a Resolution passed at a Regular Meeting of the Board of Education of the Oakland Unified School District held May 9, 2012.



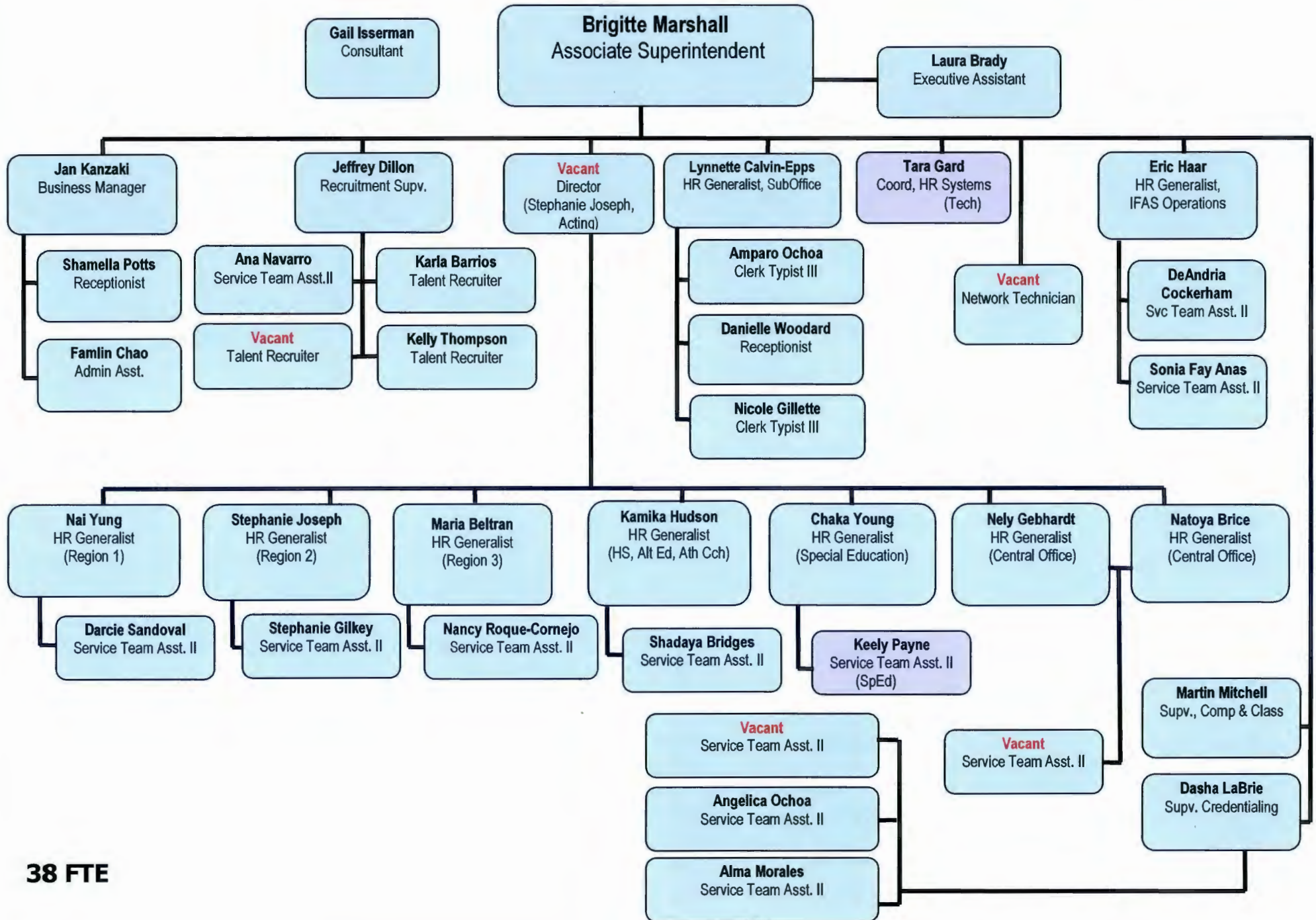
Edgar Rakestraw, Jr.  
Secretary, Board of Education  
Oakland Unified School District

Legislative File	
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By:	

# OUSD Human Resources Services and Support Phase I – 7/1/2012 – 6/30/2013



**Human Resources Services and Support Department**  
**July 1, 2011-June 30 2012**



**38 FTE**

**04.27.2012**



Legislative File	
File ID Number:	12-1094
Introduction Date:	5/9/12
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Enactment Date:	5-9-12
By:	EG



# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	<b>Director, Strategic School Support</b>	<b>REPORTS TO:</b>	<b>Assigned Supervisor</b>
<b>DEPARTMENT:</b>	<b>Human Resources Services and Support</b>	<b>CLASSIFICATION:</b>	<b>Certificated Management, Confidential</b>
<b>FLSA:</b>	<b>Exempt</b>	<b>WORK YEAR/HOURS</b>	<b>227 days/7.5 hours</b>
<b>ISSUED:</b>	<b>Created: May 2012</b>	<b>SALARY GRADE:</b>	<b>CFAD 20</b>

**BASIC FUNCTION:** Under minimum supervision, the Director of Strategic School Support must have the capacity to conceptualize and execute on many levels. Perform professional, highly complex tasks to develop and implement effective human capital management practices and principles. Perform independent, specialized tasks in building and retaining a highly qualified workforce in support of schools and departments. The Director of School Support is empowered to find and build high quality support to measurably improve District schools by attracting and retaining the best educators and staff members.

Maintain confidentiality of all personnel matters; some duties will involve access to confidential information concerning employer-employee relations.

**REPRESENTATIVE DUTIES:** (Incumbents may perform any combination of the essential functions shown below. This position description is not intended to be an exhaustive list of all duties, knowledge, or abilities associated with this classification, but is intended to reflect the principal job elements accurately.)

**E = Essential Functions**

Develop and implement national best practice strategies to support effective human capital management practices by principals and academic department heads. **E**

Collaborate with Associate Superintendant of Human Resources Services and Support (HRSS) to lead a team of Human Resources (HR) School Partners in providing individual support to principals on a broad range of strategic human resources issues, including employee staffing and retention, employee performance management, employee training and development, and labor and employer/employee relations. **E**

Create conditions for sustainable change in certificated induction, training, retention, and evaluation. **E**

Engage Labor partners on a monthly basis to discuss induction, training, retention, and evaluation. **E**

Develop and establish the conditions and processes necessary to ensure the hiring and retention of Highly Qualified Teachers for every classroom. **E**

Oversee the creation and implementation of a training and development program for school administrators on progressive human resources management strategies and practices for certificated staff. **E**

Develop a comprehensive administrator selection process to provide management staff with sufficient tools to select the most qualified administrative candidates. **E**

Develop and implement a consistent, calibrated and rigorous comprehensive classified and certificated performance management and evaluation tool for supervisory and management staff at all levels; provide support in the teacher evaluation process. **E**

Increase teacher familiarity of evaluation process in collaboration with labor partners. **E**

Manage and direct improvements to aspects of teacher and principal performance management processes, including evaluation, remediation and dismissal. **E**

Collaborate with HR subject matter experts, school administrators and instructional leaders to develop and implement human resources policies and procedures that strengthen the ability of schools to attract and retain the best educators and staff members. **E**

Coordinate with instructional leaders and teams within Human Resources to ensure the efficient and effective delivery of human resources services to school administrators. **E**

Collaborate with Leadership, Curriculum and Instruction and Special Education staff to support the development of a Special Education internship credential program and a credential program that supports Special Education teachers to clear their preliminary teaching credential. **E**

Articulate and implement a set of tiered supports to provide employees with tools to improve performance. **E**

Collaborate with internal staff and community partners to provide career guidance, counseling and coaching to certificated and classified staff who need improvement in their current position and employees approaching lay off. **E**

Oversee the development of exit interviews and surveys of employees who voluntarily separate from the District in order to identify reasons for employee separation. **E**

Work with other members of the leadership team to support and execute the goals of the Human Resources Services and Support Department. **E**

Create Health and Wellness opportunities for OUSD staff. **E**

Perform related duties as assigned.

### **MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE:** Any combination of education, training and/or experience equivalent to: a Bachelor's degree from an accredited college or university and 5 years of experience in school administration, developing performance management and career guidance programs and staff management.

Master's degree preferred

Experience as school administrator and/or in principal leadership development

Experience working in an urban school district preferred

### **LICENSES AND OTHER REQUIREMENTS:**

Valid California Teaching and Administrative Credential

Valid California Driver's License

Employment eligibility will include fingerprints, tuberculosis and/or other employment clearance

### **KNOWLEDGE AND ABILITIES**

#### **KNOWLEDGE OF:**

Strategic direction of the District

Applicable federal, state, and District codes, regulations, policies and procedures

Methods to interpret, apply, and explain rules, regulations, policies and procedures

Various District bargaining unit contracts related to employee evaluation

Planning, organization and coordination needed for assigned program

Effective strategies, theories, techniques, and methods of professional development

Diverse academic, socio-economic, cultural, ethnic, and disability backgrounds of District students

Interpersonal skills using tact, patience, and courtesy

Correct English usage, grammar, spelling, vocabulary and punctuation

Principles and practices of effective leadership

Presentation, communication, and public speaking techniques

Principles and practices of supervision and evaluation

Computer software, hardware, and related technology

**ABILITY TO:**

Design, develop and implement broad strategic initiatives and work plans

Explain complex problems and solutions in clear, concise and compelling ways

Facilitate discussion and learning activities towards a clear end

Interpret District collective bargaining contract language

Establish and maintain effective working relationships with others of diverse backgrounds, experience, and personalities

Implement plans and evaluate their outcomes

Motivate and support adults to transform their practices

Serve as resource to District administrators and facilitate communication throughout the District

Set goals, work independently and drive results

Produce high quality work, including strong attention to detail

Manage multiple assignments, priorities, and projects in a demanding environment

Solve complex problems and think boldly to maximize new opportunities using a data-driven approach

Adapt to feedback and focused on continuous improvement

Design, conduct and cross-train department personnel

Communicate effectively in English orally and in writing

Operate personal computer, related software, and other office equipment

**WORKING CONDITIONS**

**ENVIRONMENT:**

Office environment and diverse school site environments; driving a vehicle to conduct work; fast-paced work; constant interruptions

**PHYSICAL REQUIREMENTS:**

Consistent mental alertness; sitting or standing for extended periods of time; lifting, carrying, pushing, and pulling objects up to 30 pounds, occasionally 30+ pounds; bending and twisting at the waist, reaching overhead, above the shoulders and horizontally; dexterity of both hands and fingers while performing duties; seeing to read, write and use the computer; hearing and speaking to exchange information, in person or on the telephone, and make presentations.

**NON-DISCRIMINATION POLICY:**

The Oakland Unified School District does not discriminate in any program, activity, or in employment on the basis of actual or perceived race, religion, color, national origin, ancestry, age, marital status, pregnancy, physical or mental disability, medical condition, genetic information, veteran status, gender, sex, or sexual orientation.

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Enactment Date:	5-9-12
By:	29



# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	Director, Talent Acquisition	<b>REPORTS TO:</b>	Assigned Supervisor
<b>DEPARTMENT:</b>	Human Resources Services and Support (HRSS)	<b>CLASSIFICATION:</b>	Classified Management, Confidential
<b>FLSA:</b>	Exempt	<b>WORK YEAR/HOURS</b>	261 days/7.5 days
<b>ISSUED:</b>	Created: May 2012	<b>SALARY GRADE:</b>	CFCA 20

**BASIC FUNCTION:** Under minimal supervision, lead, develop, coordinate and/or manage recruiting strategies and programs to attract and retain quality internal and external applicants for the Oakland Unified School District. Comply with and maintain knowledge of district, local, state and federal policies and regulations concerning primary job functions. Maintain confidentiality of all personnel matters; some duties will involve access to confidential information concerning employer-employee relations.

**REPRESENTATIVE DUTIES:** (Incumbents may perform any combination of the essential functions shown below. This position description is not intended to be an exhaustive list of all duties, knowledge, or abilities associated with this classification, but is intended to reflect the principal job elements accurately.)

**E = Essential Functions**

Collaborate with Associate Superintendent, Director of School Support, and Talent Acquisition Office staff to design and implement Oakland Unified School District recruitment strategy to meet District goals for recruitment and retention of skilled and committed staff for all positions within OUSD with particular focus on Highly Qualified Teachers. **E**

Build and staff Talent Acquisition Office as the primary vehicle for attracting and retaining the best staff. **E**

Direct and manage the design and implementation of sound selection procedures to source the most qualified candidates. **E**

Identify and nurture partner relationships with local institutions of higher education (IHE) as well as historically black colleges and Hispanic serving institutions to ensure a pool of teacher candidates that is diverse, committed to social equity and Oakland's children and diverse population. **E**

Coordinate the assignment of student teachers from university-based and educator preparation programs to create a student teacher pipeline. **E**

Build partnerships with schools sites to develop a deep knowledge and understanding of each school's programmatic needs, school vision, philosophy, culture, and school community family needs to facilitate the recruitment and selection of the best and brightest staff. **E**

Oversee the coordination of building partnerships with community organizations, especially diverse networks and groups to attract qualified and interested applicant pools. **E**

Collaborate with Substitute Office Supervisor on substitute recruitment, onboarding and professional development. **E**

Develop and pilot a teacher residency model for Oakland natives or residents designed to give paid experience and support to student-level teachers or substitutes, who are involved with the Oakland and/or OUSD community and committed or interested in committing to OUSD. **E**

Develop a training program for all interns coming to OUSD. **E**

Manage placement process for new hires as well as consolidated/voluntary transfer teachers, using agreed-upon tools and methodologies. **E**

Develop, implement and teach recruiting best practices across the District to ensure the hiring of the best skilled and committed candidates. **E**

Train hiring managers in the development of competency-based interview skills, so the District will consistently attract top certificated and classified talent to drive student achievement. **E**

Develop and execute strategy that leverages OUSD as a best place to work and accurately depicts the value of working for OUSD. **E**

Manage, motivate, develop and evaluate a team of talent recruiters; which includes hiring, resource allocation, coaching, performance management, and employee development of staff. **E**

Provide regular reports to senior management on key recruiting metrics such as new hires, recruiting cycle time, cost per hire, offer-to-acceptance ratio and meeting standards of service. **E**

Plan and coordinate district teacher recruitment events and participate in the planning of regional job fairs. **E**

Represent Oakland Unified School District at select job fairs and other recruitment opportunities and events. **E**

Ensure compliance with EEO requirements. **E**

Remain current on federal, state, and local laws applicable to recruiting standards. **E**

Perform related duties as assigned.

#### **MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE:** Any combination of education, training and/or experience equivalent to: a Bachelor's degree in talent acquisition, talent management or human resources and five years experience in talent acquisition, talent management or human resources role, including three years of which include recruitment role in an urban education environment or with an educational non-profit organization.

Experience as a manager of people who has demonstrated the ability to lead and develop their team

Demonstrated success in developing and executing comprehensive hiring plans with a demonstrated ability to strategically plan and execute large scale initiatives across an organization

Master's degree preferred

#### **LICENSES AND OTHER REQUIREMENTS:**

Valid California Driver's License

Employment eligibility will include fingerprints, tuberculosis and/or other employment clearance

Ability to travel throughout California or out of state for recruitment events

#### **KNOWLEDGE AND ABILITIES**

##### **KNOWLEDGE OF:**

Applicable federal, state and local laws and ordinances governing employment including equal opportunity employment and bargaining unit contracts

Recruitment, selection, retention, training techniques, compensation and benefits, testing requirements, labor relations and negotiation, and personnel information systems (creative/strategic talent sourcing, resume evaluation, candidate assessment and interviewing techniques)

Business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership techniques, and coordination of people and resources

Educational programs, policies and staffing criteria

Correct English usage, grammar, spelling, vocabulary and punctuation

Web-based/on-line recruitment/research tools

Planning, organization and coordination needed for assigned school sites and central office departments

Diverse academic, socio-economic, cultural, ethnic, and disability backgrounds of the District and community

Interpersonal skills using tact, influence, patience and courtesy

Computer software, hardware, and related technology

**ABILITY TO:**

Maintain current knowledge of applicable provisions of federal, state, local and District and Labor laws, rules and regulations pertaining to recruitment, sourcing and hiring

Manage, supervise, lead and develop a team

Work independently with minimum supervision and as a member of a team

Organize and coordinate district-wide recruitment programs

Form strong professional relationships with school administrators, department managers, institutions of higher learning and other partners

Learn quickly in a fast-paced environment

Balance multiple priorities and deadlines in a fast paced environment

Exercise good judgment in safeguarding confidential or sensitive information

Compose written materials for all levels of readership within and outside the District

Effectively and clearly present written information to others

Elicit people's cooperation

Identify challenges and proactively work to find solutions

Recognize what needs completion and take action

Focus on what can be delivered instead of what cannot be done

Give group presentations and training sessions

Perform detailed tasks with accuracy

Plan and organize

Demonstrate sensitivity to, and respect for, a diverse population

Operate personal computer, related software, and other office equipment

**WORKING CONDITIONS**

**ENVIRONMENT:**

Office environment and diverse school site environments; driving a vehicle to conduct work; fast-paced work; constant interruptions

**PHYSICAL REQUIREMENTS:**

Consistent mental alertness; sitting or standing for extended periods of time; lifting, carrying, pushing, and pulling objects up to 30 pounds, occasionally 30+ pounds; bending and twisting at the waist, reaching overhead, above the shoulders and horizontally; dexterity of both hands and fingers while performing duties; seeing to read, write and use the computer; hearing and speaking to exchange information, in person or on the telephone, and make presentations.

**NON-DISCRIMINATION POLICY:**

The Oakland Unified School District does not discriminate in any program, activity, or in employment on the basis of actual or perceived race, religion, color, national origin, ancestry, age, marital status, pregnancy, physical or mental disability, medical condition, genetic information, veteran status, gender, sex, or sexual orientation.

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By:	<i>[Signature]</i>



# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	Manager, Talent Acquisition	<b>REPORTS TO:</b>	Assigned Supervisor
<b>DEPARTMENT:</b>	Human Resources Services and Support (HRSS)	<b>CLASSIFICATION:</b>	Certificated Management, Confidential
<b>FLSA:</b>	Exempt	<b>WORK YEAR/HOURS</b>	12 monhs/227 days/7.5 hours
<b>ISSUED:</b>	Created: May 2012	<b>SALARY GRADE:</b>	CFAD 18

**BASIC FUNCTION:** Coordinate and manage the District's teacher recruiting program, targeting recruitment of Oakland youth and adults as teachers. Maintain confidentiality of all personnel matters; perform administrative duties involving access to confidential information concerning employer-employee relations.

**REPRESENTATIVE DUTIES:** (Incumbents may perform any combination of the essential functions shown below. This position description is not intended to be an exhaustive list of all duties, knowledge, or abilities associated with this classification, but is intended to reflect the principal job elements accurately.)

**E = Essential Functions**

Develop a teacher workforce through recruitment, retention, and support that reflects the diversity of the District's students. **E**

Manage grant funded programs such as Teach Tomorrow in Oakland (TTO) program, including fund development, grant management, recruitment, development of selection protocols, personnel management, including hiring, evaluation and termination, and facilitation of teacher support systems. **E**

Work as a member of the Talent Acquisition Team to develop recruitment and retention programs including outreach, training, incentives, and support for targeted populations. **E**

Work as a member of the Talent Acquisition Team in recruitment efforts of Oakland Unified School District alumni candidates. **E**

Collaborate and coordinate with existing college and university partnerships to recruit student teachers. **E**

Maintain and strengthen partnerships with local colleges, universities, student teaching, and internship credentialing programs as well as historically black colleges and Hispanic serving institutions to ensure a pool of teacher candidates that is diverse, committed to social equity and Oakland's children and its diverse population. **E**

Manage computer database to track participants. **E**

Collaborate and manage partnerships with agencies and other interested parties to address the issue of recruiting highly qualified teachers for OUSD. **E**

Design and make presentations to students, parents, businesses, the general public and other groups for the purpose of disseminating information about OUSD's recruitment efforts and to recruit teacher candidates. **E**

Attend and host recruitment fairs in locations throughout the region and out-of-state for the purpose of recruiting. **E**

Develop interview protocol including rubrics, guidelines, interview questions, and processes for candidates. **E**

Facilitate the creation and implementation of evaluation and assessment tools including reliable measurement tools and guidelines for pre-service teachers and current instructors. **E**

Develop and facilitate a comprehensive support structure for teacher candidates (e.g., TTO) from first year interns through beginning teacher support. **E**

Prepare and monitor grants to ensure fiscal responsibility and compliance. **E**

Develop, coordinate, and support middle and high school programs/academies aimed to prepare students to become teachers. **E**

Participate in national conferences to share information about OUSD programs (e.g. Oakland's TTO model.). **E**

Coordinate, supervise, and evaluate the performance and duties of assigned staff. **E**

Perform related duties as assigned.

### **MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE:** Any combination of education, training and/or experience equivalent to: a Bachelor's degree in education or related field. Three years experience in any of the following: education, evaluation, teacher coaching, development and implementation of curriculum, and school leadership.

Master's degree in education or content area preferred

### **LICENSES AND OTHER REQUIREMENTS:**

Valid California Teaching Credential

Valid California Driver's License

Employment eligibility will include fingerprints, tuberculosis and/or other employment clearance

### **KNOWLEDGE AND ABILITIES**

#### **KNOWLEDGE OF:**

Current teacher recruiting trends

Effective strategies, theories, techniques, and methods of classroom teaching

Effective strategies, theories, techniques, and methods of professional and organizational development

Teaching credential programs and other developmental aspects of the teaching profession

Teacher recruitment strategies

Computer software, hardware, and related technology

Strategies and techniques for customer service

Principles and practices of supervision and evaluations

#### **ABILITY TO:**

Communicate effectively in English both orally and in writing

Plan, organize, and coordinate programs

Implement plans and evaluate their outcomes

Meet schedules and timelines

Maintain accurate records

Interpersonal skills using tact, patience, and courtesy

Work cooperatively

Establish and maintain effective working relationship with District personnel and the public

Operate personal computer, related software, and other office equipment



Supervise, coach, and evaluate assigned staff

Cross-train department personnel

**WORKING CONDITIONS  
ENVIRONMENT:**

Office environment and school sites; driving a vehicle to conduct work; fast-paced work, constant interruptions

**PHYSICAL REQUIREMENTS:**

Dexterity of hands and fingers to operate a computer keyboard and other office equipment; sitting or standing for extended periods of time; hearing and speaking to exchange information and make presentations; seeing to read, write, and use the computer keyboard and other office equipment; kneeling and bending at the waist, reaching overhead, above the shoulders and horizontally; lifting light objects.

**NON-DISCRIMINATION POLICY:**

The Oakland Unified School District does not discriminate in any program, activity, or in employment on the basis of actual or perceived race, religion, color, national origin, ancestry, age, marital status, pregnancy, physical or mental disability, medical condition, genetic information, veteran status, gender, sex, or sexual orientation.

Legislative File	
File ID Number:	12-1094
Introduction Date:	5/9/12
Enactment Number:	12-1261
Enactment Date:	5-9-12
By:	BG



# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	<b>Specialist, EEO, Reasonable Accommodation and Leave Administration</b>	<b>REPORTS TO:</b>	<b>Assigned Supervisor</b>
<b>DEPARTMENT:</b>	<b>Human Resources Services and Support (HRSS)</b>	<b>CLASSIFICATION:</b>	<b>Classified Management, Confidential</b>
<b>FLSA:</b>	<b>Exempt</b>	<b>WORK YEAR/HOURS</b>	<b>261 days/7.5 days</b>
<b>ISSUED:</b>	<b>Created: May 2012</b>	<b>SALARY GRADE:</b>	<b>CFCA 16</b>

**BASIC FUNCTION:** Under general direction, manage the District's Non-Discrimination Program within the laws of the State of California and the federal government; investigate allegations of discrimination or workplace harassment; advise and assist departmental personnel in equal employment opportunity and non-discrimination matters. Manage the District's return to work, interactive process and reasonable accommodation programs as mandated by state and federal law. Maintain confidentiality of all personnel matters; some duties will involve access to confidential information concerning employer-employee relations.

**REPRESENTATIVE DUTIES:** (Incumbents may perform any combination of the essential functions shown below. This position description is not intended to be an exhaustive list of all duties, knowledge, or abilities associated with this classification, but is intended to reflect the principal job elements accurately.)

**E = Essential Functions**

Review and research legal aspects of investigations including interviews from complainants, respondents, witnesses and other individuals; conduct investigations and examinations of alleged violations of laws, rules, and regulations; conduct site visits; review records of past practices; record, review, and catalog all documents related to a complaint; correspond with District personnel to obtain needed information. **E**

Develop and review procedures for conducting investigations; review investigative techniques, policies, and regulations and recommend improvements, changes, and modifications. **E**

Assist and provide guidance to employees on the complaint investigation processes and procedures. **E**

Evaluate, summarize, and document investigative facts and review completed investigations to ensure consistent and correct application of policies and procedures. **E**

Monitor the quality and quantity of investigations conducted and coordinate inquiry activities with state and federal law enforcement agencies. **E**

Collect and maintain investigative data; audit and analyze records and reports for compliance with EEO laws and regulations. **E**

Prepare comprehensive and detailed investigative correspondence and reports. **E**

Identify areas for policy improvement and recommend strategies and other collaborative activities to help prevent discrimination and harassment from occurring in the District. **E**

Review and recommend updates to Board Policies and Administrative Regulations relative to equal employment opportunities and compliance issues. **E**

Audit recruitment and employment processes and procedures, making recommendations for improvements as needed. **E**

Assist Legal Department in preparing cases for presentation at hearings and in court. **E**

Testify and present evidence in formal hearings and court proceedings. **E**

Act as a mediator in the attempt to resolve alleged violations of federal, state, and county regulations, policies, and laws. **E**

Assist in identifying, resolving, and preventing equal employment opportunity problems. **E**

Serve as liaison between the District, federal, state, and local enforcement agencies and community groups. **E**

Inform District departments and management of developments in the area of equal employment opportunity. **E**

Disseminate equal employment opportunity policies to District sites, community action groups, recruitment sources, and educational institutions. **E**

Identify, develop, and implement professional development for District-wide training for all employees on Equal Employment Opportunities (EEO) and harassment related issues; provide guidance and training on appropriate methods and strategies for mediation and conflict resolution. **E**

Manage and implement reasonable accommodation measures in compliance with Americans with Disabilities Act of 1990, Equal Employment Opportunity Act, and specific return-to-work modified duty plans for employees recovering from injury as mandated by state and federal law. **E**

Collaborate with Risk Management Department to develop return-to-work schedules for injured employees, including development of restricted duty accommodations. **E**

Meet and confer with labor union representatives and their members to provide information and assistance to resolve any dispute regarding reasonable accommodation. **E**

Monitor the early return to work program and the District's interactive process. **E**

Evaluate and implement employee requests and need for reasonable accommodation. **E**

Provide guidance on fitness for duty and Family and Medical Leave Act (FMLA) issues. **E**

Collaborate with the Workers' Compensation Manager to maintain good working relationships with outside agencies regarding reasonable accommodation and workers' compensation such as District Attorney's Office, Department of Insurance, Department of Fair Employment and Housing and the Workers' Compensation Appeals Board. **E**

Cooperate with Risk Management, Legal, Department of Insurance, Department of Fair Employment and Housing and Workers' Compensation Appeals Board in investigation of, and in defense of discrimination claims against the District. **E**

Participate in the District's Safety Committee. **E**

Coordinate with Workers' Compensation Manager to develop and update procedures as needed regarding workers' compensation claims and reasonable accommodation. **E**

Perform related duties as assigned.

### **MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE** Any combination of education, training and/or experience equivalent to: a Bachelor's degree and five years experience in legal or paralegal training/education and administering requests for reasonable accommodation under the state and federal regulations; including three years of human resources management, employee relations, supervisory, or related experience.

An advanced degree, particularly in law, preferred.

Broad-based experience in equal employment opportunity investigations, such as sexual harassment, unfair labor complaints, discrimination, retaliation, and reasonable accommodation is desirable.

EEO knowledge in solving complex problems and effectively communicating with personnel at all levels of the organization both internal and external.

**LICENSES AND OTHER REQUIREMENTS:**

Valid California Driver's License

Employment eligibility will include fingerprints, tuberculosis and/or other employment clearance

**KNOWLEDGE AND ABILITIES**

**KNOWLEDGE OF:**

Regulations, laws, statutes, reforms, procedures, timelines and policies governing reasonable accommodation and state and federal disability law

Procedures, methods, techniques and strategies utilized in managing processes and procedures related to reasonable accommodation

Medical terminology, body systems and/or impairments and their disabling affects

Federal, state, and local laws, regulations and court decisions applicable to areas of assigned responsibility, including Equal Employment Opportunity, civil rights, and employment labor law

District policies and labor contract provisions

Principles and practices of personnel administration within civil service guidelines

Relevant political developments and barriers faced by protected groups in the workplace

Principles and practices of equal employment investigations

Advanced investigative strategies strongly preferred

Principles, practices, and techniques of public personnel administration

Principles and practices of effective business communication

Diverse academic, socio-economic, cultural, ethnic, and disability backgrounds of District students and employees

Correct English usage, grammar, spelling, vocabulary and punctuation

Computer software, hardware, and related technology

**ABILITY TO:**

Perform a variety of complex, specialized duties involving independent judgment

Analyze complex problems for prompt resolution

Handle confidential information with discretion, exercise good judgment and tact and work under pressure

Understand, interpret, explain, and apply District rules, regulations, policies and procedures and applicable local, state and federal legislation and regulations

Investigate allegations of employment discrimination

Gather relevant data, analyze problems, evaluate alternatives and make appropriate recommendations

Conduct probing and insightful interviews

Prepare clear, concise, accurate and persuasive reports, correspondence, analytical studies, and other written materials

Maintain accurate and confidential records

Clearly and logically present proposals and recommendations

Effectively represent the District in dealings with employees and employee organization representatives on a variety of equal employment issues

Exercise tact and diplomacy in dealing with sensitive, complex and confidential human resource issues and employee situations

Establish and maintain effective working relationships with District management, employees, employee organizations, representatives of other governmental agencies, community organizations and others encountered in the course of work

Communicate, interact and work effectively and cooperatively with people from diverse ethnic and educational backgrounds

Operate personal computer, related software, and other office equipment

**WORKING CONDITIONS**

**ENVIRONMENT:**

Office environment; driving a vehicle to conduct work; fast-paced work; constant interruptions

**PHYSICAL REQUIREMENTS:**

Consistent mental alertness; sitting or standing for extended periods of time; lifting, carrying, pushing, and pulling objects up to 30 pounds, occasionally 30+ pounds; bending and twisting at the waist, reaching overhead, above the shoulders and horizontally; dexterity of both hands and fingers while performing duties; seeing to read, write and use the computer; hearing and speaking to exchange information, in person or on the telephone, and make presentations.

**NON-DISCRIMINATION POLICY:**

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Legislative File	
File ID Number:	12-1094
Introduction Date:	5/9/12
Enactment Number:	12-1261
Enactment Date:	5-9-12
By:	39



# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	<b>Specialist, Employee Retention and Development</b>	<b>REPORTS TO:</b>	<b>Assigned Supervisor</b>
<b>DEPARTMENT:</b>	<b>Human Resources Services and Support (HRSS)</b>	<b>CLASSIFICATION:</b>	<b>Classified Management, Confidential</b>
<b>FLSA:</b>	<b>Exempt</b>	<b>WORK YEAR/HOURS</b>	<b>261 days/7.5 hours</b>
<b>ISSUED:</b>	<b>Created: May 2012</b>	<b>SALARY GRADE:</b>	<b>CFCA 16</b>

**BASIC FUNCTION:** Under general supervision, administer, coordinate and implement the District's career development, recognition, and retention programs designed to decrease turnover and increase the number and availability of qualified applicants who meet District operating needs. Maintain confidentiality of all personnel matters; some duties will involve access to confidential information concerning employer-employee relations.

**REPRESENTATIVE DUTIES:** (Incumbents may perform any combination of the essential functions shown below. This position description is not intended to be an exhaustive list of all duties, knowledge, or abilities associated with this classification, but is intended to reflect the principal job elements accurately.)

**E = Essential Functions**

Work collaboratively with Human Resources Services and Support (HRSS), and Leadership, Curriculum and Instruction (LCI) staff to develop and implement retention strategies to ensure the District hires and retains the best and brightest staff. **E**

Develop and oversee a 90-day feedback session with all recently hired, promoted or bumped employees to determine progress in and adjustment to current position; refer to and recommend professional development/coaching/mentoring necessary. **E**

Design and implement a formal orientation program that includes a thorough overview of OUSD, the employee's department and an introduction to other departments; in collaboration with LCI and OEA ensure that all new teachers engage in a comprehensive induction program; ensure assignment of a mentor to all new employees. **E**

Conduct follow-up surveys with new employees at end of orientation/induction period to determine employee satisfaction and orientation effectiveness. **E**

Collaborate with LCI to recruit and provide training to orientation mentor staff members. **E**

Solicit external funding to support more comprehensive support for new hires such as comprehensive onboarding packets for new employees that appropriately communicate OUSD's mission, vision and values, and to support the execution of a variety of employee recognition programs. **E**

Work with supervisory and management staff to ensure employee understanding of job description, scope of work, performance expectations, decision making authority and reporting relationships. **E**

Develop and deliver District programs on topics related to employee retention and professional development to executive team, directors, managers and/or supervisors and coordinate with external trainers and other staff as needed. **E**

Collaborate with other District staff to create a comprehensive employee recognition, awards and incentive program, including performance-based opportunities for salary advancement for all bargaining units. **E**

Train executive team, directors, managers and supervisors to recognize outstanding achievements of staff promptly and publicly. **E**

Coordinate with departments, HRSS staff and Unions to develop career ladder opportunities across job classifications. **E**

Analyze District's staff development needs for the purpose of identifying relevant issues, and recommending and/or implementing an action plan. **E**

Coordinate and actively promote a wide variety of professional development services to address training needs of employees across the District; ensure employees are receiving the appropriate training to support their ongoing development, and to open up promotional opportunities; link employee skills with opportunities for growth in the District and make sure all employees know what is expected of them to advance. **E**

Support schools and departments to conduct capacity building programs for District staff to improve effectiveness. **E**

Pursue both public and private funding sources to support professional and career development programs. **E**

Act as liaison between the District and the Alameda County Office of Education through attendance at designated meetings, other subcommittees and trainings related to professional development. **E**

Collaborate with local colleges, universities, community organizations and agencies to provide additional opportunities for District staff to participate in high quality professional and career development. **E**

Research a variety of topics (e.g., courses, materials, training consultants, etc.) for the purpose of developing new programs that meet staff career development needs. **E**

Develop and implement exit interviews and surveys of employees who voluntarily separate from the District in order to identify reasons for employee separation. **E**

Analyze and report attrition data on a regular basis by department and/or division to determine root causes for separations; inform senior management of any noticeable trends. **E**

Develop a program to recognize teachers when they achieve tenure and other significant career milestones such as clearing a credential, earning a degree or professional certification, obtaining recognition from a professional organization, etc.... **E**

Develop a program to recognize District staff for professional achievements. **E**

Develop engagement opportunities for district staff with senior leadership to nurture a culture of connectedness and access throughout the organization. **E**

Perform related duties as assigned. **E**

### **MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE:** Any combination of education, training and/or experience equivalent to: a Bachelor's degree from an accredited college or university and 5 years of experience in human resources with demonstrated experience in employee retention strategies, and designing and implementing professional development programs.

Demonstrated success in leading continuous improvement efforts within an organization

Master's degree preferred

### **LICENSES AND OTHER REQUIREMENTS:**

Valid California Driver's License

Employment eligibility will include fingerprints, tuberculosis and/or other employment clearance

### **KNOWLEDGE AND ABILITIES**

#### **KNOWLEDGE OF:**

Employee retention strategies and best practices

Staff development and training trends

Adult learning theory, curriculum and instruction materials

Program assessment and reporting methodologies

Basic public speaking, practices and techniques

Diverse academic, socio-economic, cultural, ethnic, and disability backgrounds of District students and employees

Correct English usage, grammar, spelling, vocabulary and punctuation

Computer software, hardware, and related technology

**ABILITY TO:**

Coordinate, plan and organize the activities of a comprehensive Staff Development Program

Manage multiple tasks with frequent interruptions, and manage multiple priorities

Work under pressure to meet deadlines

Analyze situations accurately and take appropriate action

Communicate effectively in English both orally and in writing

Maintain confidentiality in all aspects of the job

Follow and give oral and written directions

Interact with certificated and classified employees at all levels

Perform public speaking in front of small and large audiences

Work independently with minimum supervision

Interpret, apply and initiate District policies and procedures

Communicate, interact and work effectively and cooperatively with people from diverse ethnic and educational backgrounds

Operate personal computer, related software, and other office equipment

**WORKING CONDITIONS**

**ENVIRONMENT:**

Office environment; driving a vehicle to conduct work; fast-paced work; constant interruptions

**PHYSICAL REQUIREMENTS:**

Consistent mental alertness; sitting or standing for extended periods of time; lifting, carrying, pushing, and pulling objects up to 30 pounds, occasionally 30+ pounds; bending and twisting at the waist, reaching overhead, above the shoulders and horizontally; dexterity of both hands and fingers while performing duties; seeing to read, write and use the computer; hearing and speaking to exchange information, in person or on the telephone, and make presentations.

**NON-DISCRIMINATION POLICY:**

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