

**OAKLAND UNIFIED SCHOOL DISTRICT**  
Office of the Superintendent of Schools

May 27, 2015

<b>Legislative File</b>	
File ID Number:	15-1101
Introduction Date:	05/27/2015
Enactment Number:	15-0705
Enactment Date:	5/27/15
By:	OA

TO: Board of Education

FROM: Antwan Wilson, Superintendent  
Brigitte Marshall, Chief Talent Officer, Talent Development Division

SUBJECT: Approval of Job Descriptions – Board of Education, Risk Management Office of the Superintendent, Communications & Public Affairs, Office of the Chief Academic Officer, Organizational Effectiveness & Culture

1. Administrative Coordinator, Board of Education
2. Administrator, Risk Management Office
3. Chief, Communications and Public Affairs
4. Director, Community Engagement
5. Director, Leadership Development and Employee Engagement
6. Director, Organizational Effectiveness
7. Director, Project Management and Reporting (CAO)
8. Manager, Insurance Programs
9. Program Manager, Employee Experience
10. Program Manager, Quality, Effectiveness and Accountability
11. Specialist, Community Engagement

**ACTION REQUESTED**

Adoption by the Board of Education of Resolution No. 1415-1160 - Approving creation of the following job descriptions: Administrative Coordinator, Board of Education; Administrator, Risk Management Office; Chief, Communications and Public Affairs; Director, Community Engagement; Director, Leadership Development and Employee Engagement; Director, Organizational Effectiveness; Director, Project Management and Reporting (CAO); Manager, Insurance Programs; Program Manager, Employee Experience; Program Manager, Quality, Effectiveness and Accountability; Specialist, Community Engagement for the following departments: Board of Education, Risk Management, Office of the Superintendent, Communications & Public Affairs, Office of the Chief Academic Officer, Organizational Effectiveness & Culture.

**BACKGROUND:**

The Talent Development Division recommends creation of these job descriptions as part of its ongoing work to revise and update the job classifications needed to implement the strategic plan, create greater clarity of roles, and have a written job description that reflects the scope and responsibilities for every position in the District.

**BUDGET IMPACT**

None.

**RECOMMENDATION**

Adoption by the Board of Education of Resolution No. 1415-1160 - Approving creation of the following job descriptions: Administrative Coordinator, Board of Education; Administrator, Risk Management Office; Chief, Communications and Public Affairs; Director, Community Engagement; Director, Leadership Development and Employee Engagement; Director, Organizational Effectiveness; Director, Project Management and Reporting (CAO); Manager, Insurance Programs; Program Manager, Employee Experience; Program Manager, Quality, Effectiveness and Accountability; Specialist, Community Engagement for the following departments: Board of Education, Risk Management, Office of the Superintendent, Communications & Public Affairs, Office of the Chief Academic Officer, Organizational Effectiveness & Culture.

**RESOLUTION  
OF THE  
BOARD OF EDUCATION  
OF THE  
OAKLAND UNIFIED SCHOOL DISTRICT  
Resolution No. 1415-1160**

- Board of Education, Risk Management, Office of the Superintendent, Communications & Public Affairs, Office of the Chief Academic Officer, Organizational Effectiveness & Culture -

**Approving Job Descriptions**

- Administrative Coordinator, Board of Education; Administrator, Risk Management Office; Chief, Communications and Public Affairs; Director, Community Engagement; Director, Leadership Development and Employee Engagement; Director, Organizational Effectiveness; Director, Project Management and Reporting (CAO); Manager, Insurance Programs; Program Manager, Employee Experience; Program Manager, Quality, Effectiveness and Accountability; Specialist, Community Engagement -

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**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 job descriptions align with the District's priority of a Full Service Community School District and to enhance service our students, schools and community, and

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Education hereby approves creation of the attached job descriptions: Administrative Coordinator, Board of Education; Administrator, Risk Management Office; Chief, Communications and Public Affairs; Director, Community Engagement; Director, Leadership Development and Employee Engagement; Director, Organizational Effectiveness; Director, Project Management and Reporting (CAO); Manager, Insurance Programs; Program Manager, Employee Experience; Program Manager, Quality, Effectiveness and Accountability; Specialist, Community Engagement.

Passed by the following vote:

AYES: Roseann Torres, Nina Senn, Aimee Eng, Shanthi Gonzales, Jumoke Hinton Hodge, Vice President  
Jody London, President James Harris

NOES: None

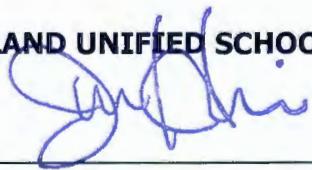
ABSTAINED: None

ABSENT: None

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 27, 2015.

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By:	<i>JD</i>

**OAKLAND UNIFIED SCHOOL DISTRICT**

  
James Harris  
President, Board of Education

  
Antwan Wilson  
Superintendent and Secretary, Board of Education

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# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	<b>Administrative Coordinator, Board of Education</b>	<b>REPORTS TO:</b>	<b>Assigned Supervisor</b>
<b>DEPARTMENT:</b>	<b>Board of Education</b>	<b>CLASSIFICATION:</b>	<b>Classified Confidential</b>
<b>FLSA:</b>	<b>Exempt</b>	<b>WORK YEAR/HOURS:</b>	<b>261 days / 7.5 hours or duty days and hours as assigned and required</b>
<b>ISSUED:</b>	<b>Created: May 2015</b>	<b>SALARY GRADE:</b>	<b>CFCA 14</b>

**BASIC FUNCTION:** The Administrative Coordinator provides a wide variety of complex and confidential administrative support functions to the Board Office and Board of Education members. Communicate information on behalf of the Board to District staff, other Districts, public agencies, etc. Ensure compliance of Board Office activities with financial, legal and administrative requirements; act as liaison between the Board and staff and the public to provide information, address a variety of issues and/or provide general support.

**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.)

### ESSENTIAL FUNCTIONS

- Provide support to Board and other District committees – prepare agendas, attend committee meetings, and record and compose minutes for permanent record; assemble materials for the Board Member who chairs a Board committee, organize materials in the agenda, order for the meeting, and notify individuals of committee meetings; serve as a liaison to committees and/or organizations on behalf of the Board to convey and/or gather information required for District operations.
- Serve as administrative assistant to individual School Board Members and assist them in carrying to completion secretarial and clerical activities.
- Prepare materials for Board meetings including developing executive session and regular meeting agenda; coordinating, compiling and copying of Board packet materials; and oversight of District-wide distribution; ensure materials are complete and accurate, schedule meeting space and coordinate all logistics for meetings.
- Prepare notices for special Board meetings and Board committee meetings in accordance with the Sunshine Law.
- Serve as recording secretary at Board meetings; summarizes actions taken at Board meetings for Superintendent and staff; takes and transcribes minutes of meetings for permanent records, ensuring minutes accurately reflect Board action and direction and comply with relevant California Statutes, State Board of Education and School Board regulations.
- Publish actions taken at the Board meeting on legislative files, summarizing minutes of each meeting and updating historical action items report of Board meetings.



- Research, gather, compile, summarize, prepare and distribute information and materials requiring considerable interpretative judgment for reports, Board agenda items, legal documents and other administrative matters.
- Arrange meetings/events by coordinating Board Members' schedules, reserving facilities and equipment as needed and notifying individuals to attend.
- Consult with the Superintendent's Office, District administrators, and other staff regarding the status of various items of Board business and correspondence and informs appropriate personnel of services required by Board Member(s) in relation to meetings or special events.
- Interpret Board rules, regulations, adopted policies and procedures to the public and District personnel.
- Exercise sound judgment, tact, and discretion in carrying out directions of the Board Member(s).
- Maintain files to ensure Board Members have available for completion, signing, and processing all required documents in a timely manner.
- Complete and/or supervise the preparation of a wide variety of special correspondence and other projects.
- Respond to the public, representing the Board in releasing information pertaining to departmental procedures, policies, actions taken by the Board and activities relating to School Board Members; refer questions to appropriate employee or department as required; perform follow-up functions as necessary including drafting correspondence for Board member signatures, researching issues and following-up with appropriate administrators.
- Resolve problems brought to the Board Office by parents, members of the public, local and national officials, teachers, and other District staff by screening them for urgency and nature of business and, according to instructions, exercise judgment in carrying out administrative details and/or referring to other District offices.
- Maintain an up-to-date permanent record of all School Board minutes.
- Compile and organize information requested by the Board Member(s) and perform basic research as required.
- Process and make travel arrangements for Board Members including conference registration, airline reservations, hotel accommodations, per diems and preparing travel vouchers, as well as managing the back end reimbursement process when needed.
- Monitor and administer Board Office budget and procurement account; provide budget updates to Board Members when requested.
- Process Board Members' mail in accordance with their individual instructions as required.
- Maintain confidential records and files.
- Plan and execute procedures of general office organization.
- Cross-train alongside, and provide training to other staff members on building skill to use the contract system for posting Board materials in compliance with and in alignment with established timelines.
- Perform related duties as assigned.

#### **MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE:** Associate's Degree or its equivalency required (2 years of similar and relevant work level experience = 1 year of college) in Business or Public Administration, Office Management, Secretarial Science or related discipline. A combination of experience and education may be used to meet the AA Degree requirement; however, the work experience years used to qualify for the AA requirement cannot be used to meet the work requirement.

Five (5) years of progressively responsible administrative/executive assistant or office management experience in a diverse school district environment

Advanced secretarial or business courses desired

Bachelor's degree preferred.

**LICENSES AND OTHER REQUIREMENTS:**

Valid California Driver's License

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

Required to work some evenings and weekends to attend meetings

**KNOWLEDGE AND ABILITIES TO:**

Knowledge of, or ability to learn State Education Code, Board of Education, State and Federal laws rules, regulations, policies, procedures, organization, and functions related to assigned duties

Diverse, technical methods of District and department operations to include modern office software, and equipment

Employer-employee relations and bargaining unit relations

Develop District organization, policy, and standard procedures

Budget management and database management

Superior customer service, communication and interpersonal skills using tact, patience and courtesy

Correct English usage, grammar, spelling, punctuation, and vocabulary

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

**ABILITY TO:**

Promote and follow Board of Education policies, Superintendent policies, building and systematizing department procedures

Compose routine and specialized correspondence and reports using proper grammar, spelling, punctuation, and vocabulary with superior proficiency

Exercise sound judgment in handling administrative details

Prepare statistical analyses and budget materials

Establish and maintain effective and collaborative working relationships with a variety of Board office stakeholders

Exercise diplomacy, tact, and sound judgment

Exercise initiative and approach work from both an asset-based mindset and proactive approach

Analyze situations accurately and adopt an effective course of action

Understand and follow oral and written directions

Read, interpret, apply, and explain rules, regulations, policies, and procedures

Plan and organize work, manage work load to meet deadlines

Maintain records and prepare reports

Work independently with little direction as well as work as part of a team

**WORKING CONDITIONS**

**ENVIRONMENT:**

Office 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.

Receive and screen phone calls and visitors; schedule appointments and provide information as requested and direct inquiries and visitors to the proper person or office; make phone calls to request or provide information as directed; provide technical information concerning policies and procedures.

Operate a computer to enter, update, and access a variety of records and information into various computer software programs; operate various telephone systems and other office equipment.

Hire, manage, motivate, develop and evaluate assigned staff; includes hiring, resource allocation, coaching, performance management, and development of staff.

Provide cross training to department personnel.

Perform related duties as assigned.

**MINIMUM QUALIFICATIONS, TRAINING, EDUCATION AND EXPERIENCE:** Bachelor Degree or its equivalency required (2 years of similar and relevant work level experience = 1 year of college). A combination of experience and education may be used to meet the Bachelor Degree requirement; however, the work experience years used to qualify for the Bachelor Degree requirement cannot be used to meet the work requirement.

Ten (10) years of experience in the field of public sector claims, including at least 7 years of direct government tort claims handling responsibilities

Master's degree preferred

**LICENSES AND OTHER REQUIREMENTS:**

Valid California driver's license

Employment eligibility that may include fingerprints, Tuberculosis and/or other employment clearance

**KNOWLEDGE AND ABILITIES:**

**KNOWLEDGE OF:**

Complex specialized Risk Management office procedures, computers, and other office equipment

Complex record-keeping techniques

Correct English language usage, grammar, spelling, vocabulary and punctuation

Effective supervisory techniques

Evaluation and documentation methods and procedures

Recording techniques, methodologies, systems and etiquette

Telephone techniques, systems, and etiquette

Interpersonal skills using tact, patience, and courtesy; good communication skills and techniques

Interviewing skills and techniques including interpersonal skills using tact, patience and courtesy; good communication skills and techniques

District policies, applicable sections of the State Education Code and other laws and regulations, including applicable provisions of the Government Code concerning Government Tort Claims

**ABILITY TO:**

Perform a variety of complex, specialized Risk Management office tasks involving specialized knowledge and independent judgment

Communicate clearly; understand and interpret District and other rules, policies and procedures and state laws

Understand and follow oral and written directions; work independently

Operate a computer and other investigatory and office equipment;

Meet deadlines and schedules and time lines

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By:	o2



# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	<b>Administrator, Risk Management Office</b>	<b>REPORTS TO:</b>	<b>Assigned Supervisor</b>
<b>DEPARTMENT:</b>	<b>Risk Management</b>	<b>CLASSIFICATION:</b>	<b>Classified Management Confidential</b>
<b>FSLA:</b>	<b>Exempt</b>	<b>WORK YEAR/HOURS</b>	<b>261 Days/7.5 Hours, or Duty Days/Hours as assigned.</b>
<b>ISSUED:</b>	<b>Created: May 2015</b>	<b>SALARY GRADE:</b>	<b>CFCA 17</b>

**BASIC FUNCTION:** Performs a variety of complex, specialized Risk Management Office Administrator duties; utilizes specialized knowledge and independent judgment involving frequent and responsible public contact; provides for accurate and timely entry of a variety data into various computer software programs.

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 accurately reflect the principal job elements).

### ESSENTIAL FUNCTIONS

Perform a variety of complex, specialized Risk Management Office Administrator requiring excellent communication skills; utilize specialized knowledge and independent judgment involving frequent and responsible public contact.

Coordinate all administrative details for the Risk Management Office, and when relevant, its sub-areas, including Environmental Health and Safety, Capital Assets and Inventories, Workers' Compensation and Reasonable Accommodation and Employee Health and Welfare Benefits.

Prepare and maintain attendance/time logs and files for all Risk Management staff.

Support the coordination of the Risk Management office during the collective bargaining negotiations, including the coordination of confidential reports used in table negotiations and related labor matters.

Prepare and process insurance property claims for Employees' personal property and district owned property.

Prepare and process certificate of insurance coverage and insurance liability coverage for all sites and offices.

Process all field trip authorization forms for walking, overnight, and out of state trips for all school sites.

Assist in the monitoring and preparation of the Risk Management Office budget.

Prepare and type letters, forms, records, reports, bulletins, handbooks, statistical reports, and other documents; duplicate a variety of materials; receive, open, and distribute mail.



Work with focus and under pressure in quickly evolving incidents or emergencies where significant injuries or risk of injuries to human life has occurred,

Work in fast-paced environment with constant interruptions.

**WORKING CONDITIONS:**

**OFFICE ENVIRONMENT:**

Office environment; with constant interruptions standard; frequent visits to District and non-District sites to investigate claims and assist with investigations. Periodic driving to locations to perform duties will be necessary. Work environment can be fast paced, requiring immediate response to major incidents or events.

**PHYSICAL DEMANDS:**

Duties may require bending at waist, reaching above head and above shoulders, carrying objects as much as 30 pounds, sitting, walking, climbing, kneeling, stoop and climb or standing for extended periods of time at accident sites; dexterity of hands and fingers to operate a investigative equipment including camera, recorder, video recorder, tape and measurement tools, computer keyboard and related computer equipment, and other investigative equipment and other office equipment; and ability to retrieve and store files and supplies.

**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:	OS



# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	<b>Chief, Communications and Public Affairs</b>	<b>REPORTS TO:</b>	<b>Assigned Supervisor</b>
<b>DEPARTMENT:</b>	<b>Office of the Superintendent</b>	<b>CLASSIFICATION:</b>	<b>Classified Management Confidential</b>
<b>FLSA:</b>	<b>Exempt</b>	<b>WORK YEAR/HOURS:</b>	<b>261 days</b>
<b>ISSUED:</b>	<b>Created: August 2014 Revised: May 2015</b>	<b>SALARY GRADE:</b>	<b>Contract</b>

**BASIC FUNCTION:** Under the direction of the Superintendent or designee, the Chief of Communications and Public Affairs serves as principal advisor to the Superintendent, Board of Education and Leadership Team regarding strategic communications, intergovernmental relations, and community engagement around District-wide initiatives. Strategic communications include internal and external communications, media relations, digital presence (website and social media), translation, and marketing initiatives. Intergovernmental relations is focused primarily on state government advocacy, and includes serving as the liaison and advocate with local and regional government agencies, as well as the federal government on all legislative and grant funding advocacy matters. District-wide community engagement covers all strategic initiatives that require community-wide input and engagement. This means working collaboratively with the Leadership Team and other key stakeholders to set the vision for and lead the Communications & Public Affairs Team in ensuring a unified district brand.

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.)

### ESSENTIAL FUNCTIONS

#### Leadership

Serve as chief public affairs and communication strategist on OUSD initiatives, goals and priorities with focus on forward-looking messaging, proactive and anticipatory communications planning.

Communicate and represent the District's vision, perspective and strategic plan internally and to the general public/community, as designated by the Superintendent.

Build and maintain public support for public education and the school system in collaboration with the Superintendent, Superintendent's Senior Leadership Team, Executive Staff, Cabinet and OUSD administration.

Grow, develop, support and lead a strong, vision-focused, service-oriented team of professionals towards all aspects of public affairs, community engagement, communications strategies, stakeholder engagement and relationship management.

Manage the Senior Leadership Team's public communications and the District's brand through well-developed internal communications messaging, public affairs, community engagement and organizational positioning and branding.

Develop, direct, and evaluate the District's public relations, community engagement, communications and public affairs strategy; execute effective initiatives, events, committees, campaigns/programs on a local, state, and national basis, with major emphasis on employee communications and communications between the District and the community.

Serve as the public relations, affairs and engagement counsel and advisor to the Superintendent, and serve on the Superintendent's Executive Cabinet.

Provide professional public relations, affairs and engagement counsel and assistance to OUSD administration and the Board of Education pursuant to Board Policies and Administrative Regulations.

Identify community issues and concerns, and develop strategies for dealing effectively and proactively with community issues and concerns; interact with diverse stakeholder groups, and represent the Superintendent as needed.

Assist in problem solving between and among offices on issues involving the Superintendent's input, and represent the Superintendent on teams for large-scale projects and District-wide initiatives with major employee and community impacts.

Represent the Superintendent and OUSD administration at various community functions and on local, state, and national non-profit and professional boards.

Serve as the Superintendent's representative and liaison to community leaders and groups in collaboration with the other Chiefs and Deputy Chiefs as needed or appropriate.

#### **Administration and Management**

Plan and administer District-wide functions as designated by the Superintendent.

Develop and monitor program's annual objectives, performance measures, and budgets.

Plan, develop, and maintain effective processes and channels of communication with internal and external audiences.

Develop public affairs and communication strategies, tactics, and action plans for all major OUSD initiatives, and serve as a public relations consultant to key District committees and task forces.

Work collaboratively with administrators, staff members and OUSD employees, and community volunteers in the planning/developing public affairs, relations and engagement efforts, campaigns, initiatives and strategies for both one-way and two-way communications with diverse constituents.

#### **Public Affairs, Relations and Engagement**

Lead the development and delivery of critical District messages and messaging to appropriate stakeholders, staff and partners to increase positive press for OUSD.

Work in collaboration with the Director of Communications and Director of Community Engagement and Partnership to evaluate, refine and monitor current crisis communications plans, protocols and processes.

Organize press conferences and the release of information to the media and the public.

Develop and maintain working relationships with community leaders, organizations, and/or media and lobbying outlets.

#### **Public Engagement**

Represent OUSD publically at community, state and national meetings and functions as needed and requested by the Superintendent.

Organize and plan regular meetings of various OUSD advisory groups, essential and critical partners.

Make the community aware of OUSD needs and goals—academic and operational.

Develop processes and systems for garnering public input and support on key initiatives, issues and decision-making.

Communicate to the public the rationale for Superintendent and Board of Education decisions.

### **Marketing/Communications**

Create and implement a marketing program that enhances OUSD's image in the eye of the public and elected officials, as well as the corporate and grant community, with a recognizable "brand" reflective of a school District on an upward trajectory.

Develop and maintain brand image, positioning, and messaging for OUSD; develop and maintain image and identity standards for OUSD.

Secure the development of public opinion polls, and solicit feedback from OUSD community members through formal and informal means regarding District initiatives, programs, and decisions.

Provide analysis of results, and recommend public relations/marketing strategies and tactics.

Develop District-wide public relations campaigns and collateral materials to market OUSD.

Manage, support, guide and inform the development and production of District marketing communications, including print and electronic publications, collateral materials, presentations, website content, social networking sites such as Twitter and Facebook, new media productions, advertising, media relations, and television broadcasts for staff and the community.

Build capacity of OUSD administrators and departments in communications by providing training on a variety of topics, including public engagement, marketing, and media.

### **Internal Communications**

Develop comprehensive strategy and plan for District-level employee internal communications.

Maintain open lines of communication between the Superintendent and OUSD employees using a variety of tactics and techniques.

Coach and facilitate the work of Executive Staff, managers, and supervisors in communicating more effectively with employees.

Communicate to staff the rationale for Superintendent and Board of Education decisions.

### **Decision Making**

Authority to set overall strategic direction for public affairs, relations and engagement programs, initiatives and efforts; make final decisions, and take action regarding public relations, marketing and employee communications within policies and regulations set by the Board of Education and Superintendent.

Work collaboratively with and provide communication strategy to Superintendent's Executive Cabinet and Staff on a variety of OUSD priorities, projects and initiatives.

### **Internal and External Audience**

Communicate and collaborate with the Superintendent, Executive Cabinet, Board of Education, other administrators, and District personnel to coordinate and convene meetings, committees, task force, vetting systems and mechanisms to resolve organizational issues, conflicts, and exchange information; model District standards of ethics and professionalism—and the Superintendent's core values of Every Student Thrives, Student's First, Equity and Integrity.

Maintain professional decorum regarding matters of confidentiality.

Communicate and collaborate with the media (local, state, and national), business leaders, OUSD donors and business partners, Chamber of Commerce, elected officials, government leaders, community/faith leaders, District Advisory Committee/Parent Teachers Association/parent leaders, parents, patrons/community members, and other education leaders to coordinate activities and programs, resolve issues and conflicts, and exchange information.

Perform related duties as directed by the Superintendent or designee.

### **MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE:** Bachelor's Degree or its equivalency required (2 years of similar and relevant work level experience = 1 year of college) in communications, English, public relations, journalism, marketing or related field. A combination of experience and education may be used to meet the Bachelor Degree requirement; however, the work experience years used to qualify for the Bachelor Degree requirement cannot be used to meet the work requirement.



A Master's degree or equivalent experience and professional development in communications, marketing, public policy administration or related field preferred

Ten (10) years of accomplished strategic communications experience of increasing scope required, preferably with some experience at a public agency or with a large, complex organization

Outstanding oral and written communication skills

Proven experience as a leader in communicating with a diverse community

Experience in leading and managing a team of communications professionals

Experience working proactively with media, establishing influential productive working relationships

Experience functioning successfully as a communications strategist and spokesperson in a politically charged environment

Fiscal accountability and budget management experience.

**LICENSES AND OTHER REQUIREMENTS:**

Valid California Driver's License

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

May be required to work during non-traditional hours, including evenings and weekends

**KNOWLEDGE AND ABILITIES**

**KNOWLEDGE OF:**

Current public education trends, issues and research

Current literature and best practices in public relations, marketing, communications, community relations and public affairs

Federal, state and local regulatory requirements applicable to OUSD communications and community outreach programs

District functions, policies, rules, regulations, goals and objectives

Marketing and communications theory, principles, practices and strategies

Public institution administration and education administration strategies

California, Alameda County and Oakland community concerns and dynamics, politics, issues, leaders and influencers

Brown Act, laws related to freedom of the press and free access to public information

Diversity, sensitivity, and competence with regard to issues of race, learning or other ability, ethnicity, culture, religion, gender, socio-economic group, sexuality or other orientations or cultural markers

Correct English usage, grammar, spelling, punctuation and vocabulary

Budget development and administration

Computer software, hardware, and related technology

**ABILITY TO:**

Develop and implement comprehensive public relations strategies and activities

Generate print and broadcast media coverage

Establish strong partnerships across organizations and develop powerful messages for different constituencies including parent, staff and community members

Work with stakeholders including families, governmental agencies and business community

Become conversant quickly in OUSD's work and to communicate with experts

Work on issue-based communications and/or policy advocacy through messaging, positioning, media and communications strategy, journalism, branding and constituent engagement

Manage and lead the Communications Department efficiently and effectively

Effectively plan, organize, and implement a comprehensive internal and external communications program

Assess, evaluate and enhance formal, informal, internal and external communications programs

Work as a member of a team

Maintain sensitive and confidential communications

Work independently in a variety of situations often requiring extensive contact with local public leaders, local media representatives, community members and special interest groups

Establish and maintain effective communications and working relationships with school officials, school administrators, teachers, support staff, students, parents, and the community

Demonstrate cultural competence and sensitivity with diverse groups across lines of race, ethnicity, religion, gender, socio-economic group, sexual orientation, and other identifiers

Operate personal computer, related software, and other office equipment

**WORKING CONDITIONS**

**ENVIRONMENT:**

Office 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:**

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# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	<b>Director, Community Engagement</b>	<b>REPORTS TO:</b>	<b>Assigned Supervisor</b>
<b>DEPARTMENT:</b>	<b>Communications &amp; Public Affairs</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 or duty days and hours as assigned</b>
<b>ISSUED:</b>	<b>Created: May 2015</b>	<b>SALARY GRADE:</b>	<b>CFCA 22</b>

**BASIC FUNCTION:** Under minimal supervision, the Director of Community Engagement is responsible for leading the strategic community engagement initiatives that advance District programmatic and asset management priorities. The Director should possess a thorough understanding of and exhibit proficiency in strategic community engagement planning and implementation; community-based organization partnership development; community meeting facilitation; event planning and promotion; public speaking; all ideally in the public education arena; as well as have strong project and team management skills.

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.)

### ESSENTIAL FUNCTIONS

Provide leadership for the development, management, implementation and evaluation of a comprehensive community engagement strategy that supports achieving the mission, vision, and strategic directions outlined in the District's Strategic Plan and in a manner consistent with the District's Core Values, especially around promoting quality schools in every neighborhood as well as facility development and asset management.

Promote positive relationships between the District and the community through active engagement with District staff and external partners; serve as a liaison between the school District and community-based organizations and school community members; organize proactive community relations activities, including small and large group events or any other public communications function as required.

Direct and assist District leadership, department leaders and school site administrators in developing strategic community engagement plans and partnerships with neighborhoods, businesses, and non-profit organizations.

Focus the community engagement and partnership operations of the District toward supporting the District's mission and attainment of District stated goals and objectives.

Articulate to the community the school District's overall mission and goals and the ways in which functions of the Communications and Public Affairs department support these directives as needed.

Advocate for alignment and unity of messaging and engagement norms across all departments and regions of OUSD in support of overall District strategic improvement efforts.

Provide leadership in the creation and implementation of parent feedback mechanisms and community surveys, interpretation and communication of results, and creation of summary information to be incorporated into District communications.

Serve as a member of the Facilities Project Committee when feasible; provide leadership in developing communications plans, and provide support in developing written materials and website design for Facilities Project Committees; participate in public meetings when necessary.

Lead Local Control Accountability Plan (LCAP) initiatives that are connected to District-wide community engagement.

Coordinate closely with Facilities, existing community engagement, school site governance, and other relevant District representatives.

Develop and maintain a thorough knowledge and understanding of the District's instructional programs, as well as facility development plans, and communicate those programs to community groups and partners.

Promote the use of facilities and resources of the District to meet the needs and interests of people in the community.

Provide status reports to District Leadership relative to the various programs, their impact on schools and students and the degree to which community members are involved.

Attend Board meetings, serve as a resource person and assist with presentations of information and/or recommendations and prepare Board exhibits as appropriate.

Assist in the planning of District special events.

Maintain confidentiality of information.

Maintain a complete record of all community engagement activities and partnerships.

Supervise, evaluate, and hold accountable the performance and professionalism of assigned staff; interview and select employees, and recommend transfers, reassignments, terminations, and disciplinary actions; plan, coordinate, and arrange for appropriate professional development opportunities for assigned staff.

Perform related duties as assigned.

### **MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE:** Bachelor Degree or its equivalency required (2 years of similar and relevant work level experience = 1 year of college) in Education, Public Relations, Public Administration, Communications, Non-profit Management or a related field. A combination of experience and education may be used to meet the Bachelor Degree requirement; however, the work experience years used to qualify for the Bachelor Degree requirement cannot be used to meet the work requirement.

Five to ten (5-10) years of experience in community engagement

School or public sector experience preferred

Demonstrated experience working in and fostering a diverse staff, student environment and community

Master's degree preferred

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

Valid California Driver's License

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

May be required to work during non-traditional hours, including evenings and weekends

### **KNOWLEDGE AND ABILITIES**

#### **KNOWLEDGE OF:**

Current public education trends, issues and research

Current literature and best practices in public relations, marketing, communications, community relations and public affairs

Working across diverse outreach formats including print, broadcast, online and social media



Federal, state and local regulatory requirements applicable to OUSD communications and community outreach programs

District functions, policies, rules, regulations, goals and objectives

Facilities development community engagement best practices

Marketing and communications theory, principles, practices and strategies

Public institution administration and education administration strategies

California, Alameda County and Oakland community concerns and dynamics, politics, issues, leaders and influencers

Brown Act, laws related to freedom of the press and free access to public information

Diversity, sensitivity, and competence with regard to issues of race, learning or other ability, ethnicity, culture, religion, gender, socio-economic group, sexuality or other orientations or cultural markers

Public school organization, operations, policies and objectives

Correct English usage, grammar, spelling, vocabulary and punctuation

Computer software, hardware, and related technology

**ABILITY TO:**

Make judgments on the appropriate method to communicate a variety of District issues and/or news stories

Speak, write and present at the highest level in a concise, clear, persuasive and credible manner and use data effectively to support ideas, communications and proposals.

Team up with individuals from diverse areas and different levels within the District from senior leaders to individual contributors

Use communication disciplines such as graphic design, advertising, marketing, and public relations to engage the community in understanding the OUSD reform effort

Write news stories to target audiences

Provide strategic counsel to senior management on issues, opportunities and special projects

Develop effective working relationships with a variety of stakeholders including parents, community members, business people, special interest organizations and elected officials

Work effectively, cooperatively and respectfully with staff, parents and community members regardless of race, creed, color, gender, sexual orientation, gender identity, ethnic/national origin, religion, marital status, age, socio-economic status or disability

Use trust-building, tact, and diplomacy to achieve consensus and cooperation, especially on difficult or divisive issues

Prepare a variety of narrative documents, including policy statements, management reports, and correspondence

Recognize sensitive issues and maintain confidentiality

Work autonomously with a high degree of accountability

Anticipate questions and formulate the answers under pressure

Meet deadlines and work under stress

Take initiative

Manage multiple tasks

Work a flexible schedule including evening and some weekend hours

Operate personal computer, related software, and other office equipment

**WORKING CONDITIONS**

**ENVIRONMENT:**


Office 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.

Legislative File	
File ID Number:	15-1101
Introduction Date:	05/27/2015
Enactment Number:	15-0705
Enactment Date:	5/27/15
By:	



OAKLAND UNIFIED SCHOOL DISTRICT

**Position Description**

<b>TITLE:</b>	<b>Director, Leadership Development &amp; Employee Engagement</b>	<b>REPORTS TO:</b>	<b>Chief of Staff: Organizational Effectiveness &amp; Culture</b>
<b>DEPARTMENT:</b>	<b>Office of the Superintendent</b>	<b>CLASSIFICATION:</b>	<b>Classified Management</b>
<b>FLSA:</b>	<b>Exempt</b>	<b>WORK YEAR/HOURS:</b>	<b>261 days / 7.5 hours or duty days and hours as assigned and required</b>
<b>ISSUED:</b>	<b>Created: May 2015</b>	<b>SALARY GRADE:</b>	<b>ADCL 19</b>

**DEPARTMENT SUMMARY:** The Office of Organizational Effectiveness & Culture launched under the leadership of Superintendent Antwan Wilson in September 2014. The work of department is explicitly called out in the 2015-2020 OUSD Strategic Plan, Pathway to Excellence.

The Office of Organizational Effectiveness & Culture is responsible for:

- Supporting change management initiatives across the organization
- Developing, standardizing and systematizing processes, protocols and procedures across departments
- Increasing individual and departmental efficiency, effectiveness, cohesion and consistency
- Implementing Values-Based Leadership Development programming across the district
- Partnering with departments to assist in the creation of working conditions that allow our community of stakeholders to receive exemplary customer service from employees across the organization.

We are further charged with guiding the district through the process of selecting district-wide, shared Core Values. These Core Values will work to further define our district priorities, align our employee performance systems to training opportunities, and serve as the guiding principles to create a host of Leadership Development pathway programs that will ultimately yield significant increases in employee engagement, morale and skill development in areas most critical to an overall increase in our employee satisfaction and retention.

As a newer department within OUSD that must work in collaboration across many departments, we're seeking highly-motivated, results-driven, visionaries, who processes an entrepreneurial spirit and a "Can do!" attitude—individuals who enjoy working hard and find purpose in their work!

**BASIC FUNCTIONS:** The Director, Leadership Development & Employee Engagement is responsible for a broad range of responsibilities including: researching, establishing, collaborating, communicating and executing the strategic vision for the district-wide establishment, buy-in and implementation of leadership development pathway programs that meet the needs of the current and future organization, its support and development of its employees, and links them to the mission, vision, and to-be-determined values of OUSD.

The Director, Leadership Development & Employee Engagement is responsible for the design, delivery and evaluation of the leadership development learning plan. Oversees the development, execution and evaluation of District-wide leadership development in an effort to significantly enhance and continuously improve the learning culture, District outcomes and performance that yield an increase in employee engagement and retention.

**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 principle job elements accurately.)

### **ESSENTIAL FUNCTIONS**

- Build Learning and Leadership Development Programs that support/link to the achievement of the District's strategic plan and student success; create targeted development in areas highlighted through the employee performance review process, building leader and employee capability to develop and grow a development culture/mindset within OUSD.
- Manage and facilitate the building of programs to link with core competencies that build leader capability; and ensure all programs are linked to the District's strategy.
- Plan, develop and execute leadership development strategy using knowledge of the effectiveness methods through classroom training, demonstrations, coaching/mentoring, on-the-job development, meetings, conferences, workshops and other innovative practices.
- Create, organize, customize and deliver training manuals and other development tools from design to delivery and throughout the lifecycle of the curriculum.
- Develop an integrated leadership development curriculum that accomplishes desired leadership capability development from the on-boarding of new employees through the senior executive levels of the District.
- Ensure resources and curriculum are comprehensive enough to incorporate differences in learning styles.
- Actively research best practices, design and implement effective methods to educate, enhance performance as well as increase employee and departmental productivity.
- Collaborate with Human Resources/Talent Division to design and implement an effective and efficient Succession Planning protocol and process to minimize leadership gaps for critical positions and provide opportunities for top talent to develop skills necessary for future roles.
- Assess and evaluate programs including communicating with senior management concerning the effectiveness of programs and ensuring maximum impact of all training and development initiatives.
- Manage and direct Values-Based leadership programming
- Identify, evaluate and develop Centers of Excellence for implementing training processes; identifying OUSD current Best Practices in leadership development, while working to reflect and build OUSD "Next Practices"
- Determine leadership capabilities/competencies in partnership with senior leaders and talent management; assess the organization to determine leadership strengths and gaps.
- Analyze progress against objectives and keep all stakeholders informed of results and course corrections.
- Provide direction and support to Talent Development partners for building leadership and management capability within functions.
- Work collaboratively with center of excellence specialist functions such as the Talent Development team to ensure that leadership development processes and programs are embedded and practiced.
- Lead a team of leadership development practitioners; responsible for their results delivery and individual development.
- Ensure all training programs are effective by evaluating District-wide quality, results and current learning strategies.
- Consult with leadership and Talent Development teams to continuously improve deliverables that positively impact organizational performance.
- Research, evaluate and leverage best practices of other organizations to expand the quality and accessibility of leadership development to target audiences.
- Develop and recommend operating budget and control expenditures within approved budget objectives.
- Coordinate the planning and implementation of inter-cultural competency training and resources for OUSD.
- Develop and design innovative educational materials based on current research in the field of inter-cultural competency.
- Conduct ongoing cultural needs analysis to identify opportunities for new and needed training and resources within OUSD.
- Review literature in the field of inter-cultural communication regularly to identify best practices and desired outcomes.
- Ensure the delivery of consistent processes, programs and frameworks in interventions, initiatives and programs wherever possible to help shape the District-wide culture.
- Work to develop a train the trainer program, and manage quality and product of training design.
- Survey target audiences, analyze survey results, identify educational needs and gaps; prepare a training plan with partners.



- Track evaluations of training resources and training partners to ensure quality, best practices and effectiveness.
- Identify a minimum of three annual professional development opportunities that support inter-cultural and organizational effectiveness and professional growth in an effort to model and promote best practices within the organization.
- Supervise, evaluate, and hold accountable the performance and professionalism of assigned staff; interview and select employees, and recommend transfers, reassignments, terminations, and disciplinary actions; plan, coordinate, and arrange for appropriate professional development opportunities for assigned staff.
- Manage Teach Tomorrow in Oakland (TTO) federal grant deliverables relative to funding oversight, program management and driving targeted TTO grant requirements and outcomes.
- Manage the TTO Liaison to ensure Teacher-Leaders, programmatic, professional development and organizational outcomes and responsibilities are met and exceeded.
- Manage the continued implementation and development of Instructional, Cultural and personal leadership incorporating the Values-Based leadership model and best practices.
- Design and facilitate TTO integration protocols and processes as part of the office of Organizational Culture and Effectiveness.
- Provide cross training to department personnel.
- Perform related and/or other duties as assigned.

### **MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE:** Bachelor Degree or its equivalency required (2 years of similar and relevant work level experience = 1 year of college) preferably in Organizational Development. A combination of experience and education may be used to meet the Bachelor Degree requirement; however, the work experience years used to qualify for the Bachelor Degree requirement cannot be used to meet the work requirement.

Seven (7) years of experience in employee/leadership training and development including 3 years of management experience in managing and leading teams and developing and executing a leadership development strategy within a large, complex organization which transforms the culture and enhances organizational effectiveness and business outcomes

Excellent communication skills necessary to work effectively with all levels of employees and management, and to analyze and recommend effective solutions

Skills in influencing and developing others who are not direct reports in order to move toward common goals and outcomes

Expert level consultative and advisory skills to integrate processes and teams

Expertise in leading projects that include planning the life cycle of project and identifying key project activities

Proven ability to develop sound proposals and successfully implement programs

Excellent employee and leadership development design, platform and group facilitation skills

Extensive education and work in the area of multiculturalism and inter-cultural competency

High level of proficiency in using Microsoft Office Suite or similar products

Master's degree preferred.

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

Valid California Driver's License

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

May be required to work during non-traditional hours, including evenings and weekends

### **KNOWLEDGE AND ABILITIES**

#### **KNOWLEDGE OF:**

Leadership Training and development principles

Long-term strategic planning, organizational design and effectiveness, management development, curriculum design, and group facilitation

Workforce planning systems management, annual and strategic business planning, needs assessment, solution designs, delivery, cost benefit analysis, change management and communications

Employee performance standards, organizational design, project management, quality improvement principles, business process reengineering and computer applications

Learning and people development planning, practices and techniques, including adult learning, leadership development, individual competencies development, team development, blended learning approaches and the use of technology-based platforms in people development

Adult learning theory and current learning practices

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

Correct English usage, grammar, spelling, vocabulary and punctuation

Computer software, hardware, and related technology

**ABILITY TO:**

Develop and implement relevant strategic objectives to attain organizational objectives

Quickly take control of responsibilities and establish oneself as a credible strategic partner

Develop sound proposals and successfully implement programs

Look at situations from several points of view while being able to utilize critical analysis for effectiveness

Effectively influence and drive change across all levels of the District

Present views in a clear and compelling manner and develop trust and influence as a senior thought leader with a broad relationship base

Demonstrate effective written communication skills, including content communication, conciseness, grammar and usage

Align organization, division and department initiatives in concert with leadership development to create and implement a vision of culture change in systemic way

Provide leadership to the team and organization on a broad range of development and culture matters

Establish change initiatives, budget and allocate resources appropriately

Interface with all levels within the organization

Work effectively in a diverse work group

Pull resources together to meet deadlines

Work under pressure and flexible in adapting and responding to changing situations

Manage multiple conflicting priorities

Delegate responsibilities effectively

Work with external vendors and negotiate outcomes

Harvest a healthy, happy workplace with a real emphasis on a strong organizational culture

Quickly establish credibility

Use distance learning, computer-assisted technologies and social media

Operate personal computer, related software, and other office equipment

**WORKING CONDITIONS**

**ENVIRONMENT:**

Office 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.

Legislative File	
File ID Number:	15-1101
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Enactment Number:	15-0705
Enactment Date:	5/27/15
By:	OD



OAKLAND UNIFIED  
SCHOOL DISTRICT

**Position Description**

<b>TITLE:</b>	<b>Director, Organizational Effectiveness</b>	<b>REPORTS TO:</b>	<b>Chief of Staff: Organizational Effectiveness &amp; Culture</b>
<b>DEPARTMENT:</b>	<b>Office of the Superintendent</b>	<b>CLASSIFICATION:</b>	<b>Classified Management</b>
<b>FLSA:</b>	<b>Exempt</b>	<b>WORK YEAR/HOURS:</b>	<b>261 days / 7.5 hours or duty days and hours as assigned and required</b>
<b>ISSUED:</b>	<b>Created: May 2015</b>	<b>SALARY GRADE:</b>	<b>ADCL 18</b>

**DEPARTMENT SUMMARY:** The Office of Organizational Effectiveness & Culture launched under the leadership of Superintendent Antwan Wilson in September 2014. The work of department is explicitly called out in the 2015-2020 OUSD Strategic Plan, Pathway to Excellence.

The Office of Organizational Effectiveness & Culture is responsible for:

- Supporting change management across the organization
- Developing, standardizing and systematizing processes, protocols and procedures across departments
- Increasing individual and departmental efficiency, effectiveness, cohesion and consistency
- Implementing Values-Based Leadership Development programming across the district
- Partnering with departments to assist in the creation of working conditions that allow our community of stakeholders to receive exemplary customer service from employees across the organization.

We are further charged with guiding the district through the process of selecting district-wide, shared Core Values. These Core Values will work to further define our district priorities, align our employee performance systems to training opportunities, and serve as the guiding principles to create a host of Leadership Development pathway programs that will ultimately yield significant increases in employee engagement, morale and skill development in areas most critical to an overall increase in our employee satisfaction and retention.

As a newer department within OUSD that must work in collaboration across many departments, we're seeking highly-motivated, results-driven, visionaries, who processes an entrepreneurial spirit and a "Can do!" attitude—individuals who enjoy working hard and find joy in their work!

**BASIC FUNCTION:** The Director of Organizational Effectiveness acts as an internal consultant to District departments, executives and staff on issues related to improving organizational effectiveness, efficiency and work execution strategies for the purpose of creating a high-performing work environment and an organizational culture that allows departments to realize their greatest potential. In this role, the Director of Organizational Effectiveness will create and establish, alongside departmental leaders, a set of standardized operating procedures that build complete congruence across teams by norming customer service protocols and expectations across the district. This leader will also work on designing a process that allows leaders to participate in regular cycles of inquiry to reflect on process improvement areas for the purpose of extracting OUSD best practices.

**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, and/or abilities associated with this classification, but is intended to reflect the principal job elements accurately.)

## **ESSENTIAL FUNCTIONS**

- Act as a resource to District departments, providing advice, counsel, and coaching to District management and staff in methods and opportunities for organizational planning and development as a means to implement District or departmental strategic goals and objectives; lead and coordinate the research, planning, design, implementation, and evaluation of large-scale organizational change efforts; facilitate communication and cooperation among District departments and functions, and between the District and external organizations in order to implement and integrate District-wide strategic goals and management systems.
- Design, develop, and implement organizational transformation projects in the District through appropriate strategies, interventions, and change management solutions.
- Partner with District staff to establish strategy, enable consistency of practice and make recommendations to current practices.
- Lead organization design at the department level, function or District level to support the accomplishment of business priorities and increase organizational effectiveness, efficiency and execution.
- Strategically determine priorities for engagement of Organizational Effectiveness to drive the highest value for the District, and develop and implement models to fully leverage the talent and skill set of all employees.
- Set the organizational change management strategy, that includes internal communication planning and change-management branding campaigns to cultivate awareness, buy-in and organizational support for change.
- Meet with senior leadership and managers to identify opportunities to improve organizational effectiveness; conduct assessments, analysis and observations to inform recommendations for individual, team, and organizational improvements.
- Increase effectiveness of teams through systemic approaches to improve and sustain organizational performance.
- Provide a range of organization development services in to support departments in their ability to maximize the achievement of their goals in alignment with the District's mission, to-be determined values and strategic plan.
- Facilitate and foster the formation of interdisciplinary and interdepartmental teams to evaluate and analyze organizational issues and develop new approaches and solutions to them.
- Act as a facilitator to District departments to initiate collaborative problem-solving efforts to resolve cross-departmental organizational issues.
- Work across District departments to develop standardized processes, protocols and procedures.
- Consult with management on performance, organizational and leadership matters, conduct needs assessments to determine measures required to enhance employee job performance and OUSD performance.
- Coach departmental and divisional leaders to help them navigate change and identify resources needed to support them in the process.
- Serve as a continuous liaison with all levels of administration and staff across the District relating to the delivery of Organizational Effectiveness services; develop and implement intervention strategies relevant to organizational needs and District priorities and collaborate with Talent Development and other departments to ensure uniformity in purpose and execution of the organizational effectiveness support.
- Provide training, directly or through trainers, coaching and support to managers and employees in using new approaches, tools, processes, and techniques; develop training and specifications for training; present training to departmental staff on topics such as strategic planning, change and project management and problem-solving; in the instances in which an external trainer or vendor is selected, evaluate bids and products; select vendors or makes recommendations for selection; evaluate and monitor quality of vendor or contract services; administer contracts for professional services.
- Coordinate or conduct management studies to determine effectiveness of a particular program, department, or organizational function; identify areas of strength and needs for improvement; recommend courses of action; document findings in narrative and graphical forms.
- Supervise, evaluate, and hold accountable the performance and professionalism of assigned staff; interview and select employees, and recommend transfers, reassignments, terminations, and disciplinary actions; plan, coordinate, and arrange for appropriate professional development opportunities for assigned staff.
- Provide cross training to department personnel.
- Perform related and/or other duties as assigned.



### **MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE:** Bachelor Degree or its equivalency required in Business Administration, Business Management, Organizational Psychology, or Change Management. A combination of professional work experience and education may be used to meet the Bachelor Degree requirement; however, the work experience years used to qualify for the Bachelor Degree requirement cannot be used to meet the work requirement.

Seven (7) or more years combined experience in designing, building and/or leading organizational effectiveness strategies, change management and process/procedural development in a production and performance, accountability-motivated, and customer service-driven environment

Experience facilitating presentations and adult learning in a dynamic and proactive manner across multiple job levels in an organization

Project management experience required

Previous experience partnering with and influencing Senior Business Executives

Master's degree preferred.

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

Valid California Driver's License

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

May be required to work during non-traditional hours, including evenings and weekends

### **KNOWLEDGE AND ABILITIES**

#### **KNOWLEDGE OF:**

Theory, principles, and practices of modern management, organizational development, conflict resolution, continuous improvement, project management, matrix management, and customer service

Principles of and emerging trends in organizational change, employee development, management theory, and strategic planning

Methods of data collection and analysis

Methods and techniques of training

Applicable federal, state, and District codes, regulations, policies and procedures governing work scope

Planning, organization and coordination needed for assigned program

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

Correct English usage, grammar, spelling, and punctuation

Computer software, hardware, and related technology

#### **ABILITY TO:**

Establish and maintain effective working relationships with employees at every level of the organization

Motivate and inspire others towards a common and shared vision

Gather and analyze data, draw conclusions, identify alternative solutions, project consequences of proposed actions, and implement recommendations

Quickly assess organizational culture and implement appropriate interventions

Marshal resources

Use persuasion and diplomacy to achieve consensus and cooperation, especially on difficult or divisive issues

Prepare a variety of written documents, including policy and protocol statements, management reports, and correspondence; Demonstrate effective written and oral communication skills, including content specific communication

Speak effectively before small and large groups

Coordinate efforts of others over whom one has no direct authority

Influence others to work together towards common goals

Make independent decisions

Establish standards and evaluate departmental performance

Present views in a clear and compelling manner and develop trust and influence as a senior thought leader with a broad relationship base

Identify and analyze organizational needs

Establish change initiatives, budget and allocate resources appropriately

Work effectively in a diverse work group

Work independently, as well as, a member of a team

Meet deadlines without compromising project quality and/or implementation and fidelity

Work under pressure and flexible in adapting and responding to changing situations

Manage multiple conflicting priorities

Delegate responsibilities effectively

Work with external vendors and negotiate outcomes

Operate personal computer, related software, and other office equipment

**WORKING CONDITIONS**

**ENVIRONMENT:**

Office and diverse school site environments; driving a vehicle to conduct work; fast-paced, high-production work; constant interruptions and competing priorities

**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.

Legislative File	
File ID Number:	15-1101
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Enactment Number:	15-0705
Enactment Date:	5/27/15
By:	P.D.



# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	<b>Director, Project Management and Reporting (CAO)</b>	<b>REPORTS TO:</b>	<b>Chief Academic Officer</b>
<b>DEPARTMENT:</b>	<b>Office of the Chief Academic Officer</b>	<b>CLASSIFICATION:</b>	<b>Classified Management Confidential</b>
<b>FLSA:</b>	<b>Exempt</b>	<b>WORK YEAR:</b>	<b>261 days / 7.5 hours or duty days and hours as assigned</b>
<b>ISSUED:</b>	<b>Created: May 2015</b>	<b>SALARY GRADE:</b>	<b>CFCA 22</b>

**BASIC FUNCTION:** In support of the Chief Academic Officer synchronize the Chief’s Leadership Team; manage the Office of the Chief Academic Officer to ensure the quality and timeliness of information. Collaborate with the Chief Academic Officer in planning, organizing, and directing designated strategic activities as well as providing project management oversight in support of the mission and vision of the Department and the District to achieve the goals of the Chief Academic Officer. The Director provides operational assistance by managing special projects and leading key initiatives, resolving complex issues that require executive leadership and direction, supporting the deliverables of the Chief Academic Officer’s Leadership Team, and ensuring expectations and deadlines are clearly communicated to staff. The Director serves as an advisor, decision-maker and problem solver for the Chief Academic Officer to ensure issues needing attention are addressed in a timely manner.

**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.)

### ESSENTIAL FUNCTIONS

Perform highly responsible and confidential work as principal staff support to the Chief Academic Officer; support the work of the Chief Academic Officer by responding to priority issues as they emerge, maintaining ongoing contact to receive guidance on essential work; implement the Chief Academic Officer’s directives and instructions, and provide feedback and/or advice as requested.

Develop and monitor all projects within the Office of the Chief Academic Officer; advise the Chief Academic Officer on project progress, potential issues, obstacles, conflicts and/or challenges.

Provide support by working with administrators, staff, students, Board of Education, etc... and on public affairs issues; directly handle matters of District importance as delegated.

Coordinate the development and implementation of strategic initiatives throughout the District for the Office of the Chief Academic Officer.

Manage strategic planning processes, and the delivery of projects and outcomes as assigned.

Collaborate with project teams to review project success and areas of improvement for future projects and services.

Collaborate with the Chief Academic Officer in strategic planning, policy development and problem resolution of complex issues and needs.

Operate strategically across the District to identify barriers that impede attainment of goals and objectives.

Develop and continuously enhance an integrated communications network within and between units, other divisions in the District and the community to support an effective work environment; communicate Board policies, objectives and service innovations to District staff and the community; facilitate the dissemination of information about, and the utilization of services provided by the District.

Serve as a member and work closely with the Chief Academic Officer's Leadership Team to facilitate communication and ensure implementation of stated objectives in a timely and efficient manner.

Plan and manage meetings as directed by the Chief Academic Officer to include tracking, monitoring and follow-up on progress of projects, actions items, and strategies that emanate from the Chief Academic Officer's Leadership Team and other executive teams; prepare agendas, develop memos, communication and correspondence; identify meeting participants; collect, prepare and distribute appropriate briefing materials; initiate subsequent follow-up meetings and communication for key stakeholders as directed; identify issues for discussion.

Coordinate special projects on behalf of the Chief Academic Officer which will frequently involve members of the Superintendent's Leadership Team.

Serve as strategic liaison between the Chief Academic Officer and department heads, school administrators, employee organizations, other school Districts, public agencies and the community as directed.

Provide technical expertise, information and assistance to the Chief Academic Officer regarding assigned functions; assist in the formulation and development of policies, procedures and programs; advise the Chief Academic Officer of unusual trends or problems and recommend appropriate corrective action.

Assume responsibility for the efficient and proper operation of the Office of the Chief Academic Officer.

Understand Board policies and procedures necessary to ensure appropriate protocols are understood and followed; direct and oversee the preparation of drafts of needed policies and administrative procedures.

Prepare, execute and/or edit written and oral correspondence, presentations and reports as directed by the Chief Academic Officer.

Attend Board meetings and other meetings as directed by the Chief Academic Officer; prepare reports for the Board at the direction of the Chief Academic Officer.

Develop and maintain positive working relationships with all stakeholders, including schools.

Performs other related duties as assigned by the Chief Academic Officer.

### **MINIMUM QUALIFICATIONS**

#### **TRAINING, EDUCATION AND EXPERIENCE:**

A Master's Degree or Higher in Education, Educational Administration or related field

Experience in organizing and supervising cross-functional teams to manage and deliver large-scale projects, to handle diverse needs of stakeholders, and to collect data/information and create necessary information to manage the workflow in the Office of the Chief Academic Officer

Ten (10) years of administration experience in a school environment

Possess leadership skills in facilitating group processes, including consensus building and conflict resolution

Advanced knowledge of California State Education Codes requiring district accountability

Mandated State and Federal laws and regulations pertaining to compliance of state and federal education programs

District education initiatives, programs, and policies

California State Education Codes and federal education regulations pertaining to student achievement

Advanced written, verbal and listening skills; excellent organization skills

Demonstrated operational and fiscal experience at an executive level of an organization

Experience and proficiency with Microsoft Office products (e.g. Excel, Word, and PowerPoint)

#### **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:**

Public school administrative structures and challenges facing large, diverse, urban school districts

Strategic planning theory

Public policy, procedure and management

National, state and local educational goals and standards and operations of K-12 public education in California

School reform theories and best practices to implement change

Development and performance management methods

The goals, objectives, structure and operations of a major public employer

School District policies and procedures, regulations and bylaws, and the legal environment within which they operate

Planning, organization and coordination needed for assigned program

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

Correct English usage, grammar, spelling, vocabulary and punctuation

Computer software, hardware, and related technology

**ABILITY TO:**

Lead the strategic planning process and establish objectives

Modify management strategies based on evaluation data

Demonstrate excellent team-building skills

Demonstrate excellent organizational skills and attention to detail

Exercise judgment and discretion in interpreting and applying policies and procedures

Manage financial resources

Demonstrate effective written and oral communication skills, including content communication, conciseness, grammar and usage

Establish and maintain effective working relationships with school officials, school administrators, teachers, support staff, outside advocacy groups, and other community members, with an expertise in consensus building

Organize and motivate high level employees to work together and achieve common goals

Perform complex tasks and to prioritize multiple projects

Interface with all levels within the organization

Work effectively in a diverse work group

Pull resources together to meet deadlines

Work under pressure and flexible in adapting and responding to changing situations

Manage multiple conflicting priorities

Delegate responsibilities effectively

Harvest a healthy, happy workplace with a real emphasis on a strong organizational culture

Operate personal computer, related software, and other office equipment

**WORKING CONDITIONS**

**ENVIRONMENT:**



Office 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.

Legislative File	
File ID Number:	15-1101
Introduction Date:	05/27/2015
Enactment Number:	15-0705
Enactment Date:	5/27/15
By:	OA



# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	<b>Manager, Insurance Programs</b>	<b>REPORTS TO:</b>	<b>Assigned Supervisor</b>
<b>DEPARTMENT:</b>	<b>Risk Management</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 or duty days and hours as assigned</b>
<b>ISSUED:</b>	<b>Created: May 2015</b>	<b>SALARY GRADE:</b>	<b>CFCA 17</b>

**BASIC FUNCTION:** Under the general direction of the Risk Management Officer, manages, plans, organizes, the District's insurance programs.

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.)

### ESSENTIAL FUNCTIONS

Represent the District in discussions and contract negotiations with consultants, actuaries, claims administrators, and insurance companies.

Represent the District in the collective bargaining process as it pertains to employee-related insurance programs, including health, welfare, and retirement benefits.

Represent the District on Labor Management Benefit Committees, (e.g., HBIC).

Serve as a liaison (with the Risk Management Officer) between the District and relevant Joint Power Authorities.

Serve as liaison, and otherwise manages relationships between, insurance carriers and the District.

Manage all fiscal aspects of the District's unemployment insurance program.

Manage all fiscal aspects of the District's voluntary annuity program.

Manage, on behalf of the District, the functions of California Public Employee Retirement System (CAL-PERS) and California State Teachers Retirement System (CAL-STRS) as it relates to disability claims.

Maintain aggregate statistics on all aspects of the District's insurance programs.

Maintain real-time data on the fiscal impact of health and welfare benefits programs.

Coordinate with the appropriate staff in Talent Development Division (TDD), for the preparation, publication, and distribution of informational materials, enrollment forms, and rejection forms to employees and new hires.

Manage, in partnership with TDD, the District's open enrollment process and any additional enrollment processes that may be needed on special occasions.

Coordinate, in partnership with TDD, the District's annual health fair.

Manage regular audits of the District's systems and records for employee health and welfare benefits, property and liability, and other insurance programs.

Manage the collection and payment of, and maintain records related to, insurance payouts and deductibles.

Assure the complete reconciliation of insurance program payments and deductibles for health and welfare benefits, property and liability, and other insurance programs.

Monitor all District insurance programs for abuses, initiating, where required, civil claims and criminal prosecutions.

Manage data collection, reporting, and correspondence related to property and liability insurance claims.

Analyze budget requests and trends in estimating costs of specific insurance programs.

Keep abreast of, and otherwise monitors, changes in laws, rules and regulations related to employee health and welfare benefits, and property and liability insurance programs, and interpret and implement the changes related to and advise the District of the effects of these changes.

Analyze legislation and proposals related to employee health and welfare benefits and property and liability insurance, and make comments and recommendations in connection with these and implements, from time to time, systems and procedures changes in response to changes in the law.

Hire, manage, motivate, develop and evaluate assigned staff; includes hiring, resource allocation, coaching, performance management, and development of staff.

Provide cross training to department personnel.

Perform related duties as assigned.

#### **MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE:** Bachelor Degree or its equivalency required (2 years of similar and relevant work level experience = 1 year of college). A combination of experience and education may be used to meet the Bachelor Degree requirement; however, the work experience years used to qualify for the Bachelor Degree requirement cannot be used to meet the work requirement.

Five (5) years of increasingly responsible experience in the administration of benefits programs

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

Risk Management Professional certifications or partial completion of CEBS may be recognized

Valid California Driver's License

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

#### **KNOWLEDGE AND ABILITIES**

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

Federal, State, and local laws and regulations governing employee benefits and property and liability insurance

Benefits administration processes and procedures

Principles and practices of supervision, communication and training

General personnel rules and procedures

California Labor Codes

District collective bargaining law and labor agreements

Principles of supervision, employee evaluations and employee relations

Basic medical terminology

Modern office practices and procedures, including filing systems

Principles and techniques of employee supervision

Interpersonal skills using tact, patience, and courtesy

Applicable federal, state, and District codes, regulations, policies and procedures governing work scope

Planning, organization and coordination needed for assigned program

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

Correct English usage, grammar, spelling, and punctuation

Computer software, hardware, and related technology

**ABILITY TO:**

Reconcile billing records to District records

Accept responsibility, and be organized

Interpret, apply and explain rules, regulations, policies and procedures in a clear and concise manner

Analyze situations accurately and adopt an effective course of action

Prepare clear, concise and comprehensive narrative and statistical reports

Maintain confidentiality

Supervise and evaluate the performance of assigned staff

Establish and maintain effective working relationships with multi-faceted public and private agencies and District departments, community, and others of diverse backgrounds, experience, and personalities

Establish credibility with numerous constituents, effectively handle sensitive personnel issues, and be comfortable and effective working with all levels of an organization

Demonstrate excellent and effective written and spoken communication skills in English, including content, context, communication, conciseness, grammar and usage

Think and plan long term, as well as understand and articulate how relevant complex issues relate to one another and how to best address these issues in a thorough and comprehensive way

Work independently with little direction

Plan and organize work to meet schedules and timelines

Effectively operate a computer for the purpose of database management, data retrieval, to maintain records, generate summary information and word processing

Establish and maintain strong and effective working relationship with other employees, managers, District staff, contractors, attorneys and the general public

**WORKING CONDITIONS**

**ENVIRONMENT:**

Office 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:**

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Legislative File	
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Enactment Date:	5/21/15
By:	OR



# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	<b>Program Manager, Employee Experience</b>	<b>REPORTS TO:</b>	<b>Chief of Staff: Organizational Effectiveness &amp; Culture</b>
<b>DEPARTMENT:</b>	<b>Organizational Effectiveness &amp; Culture</b>	<b>CLASSIFICATION:</b>	<b>Classified Management</b>
<b>FLSA:</b>	<b>Exempt</b>	<b>WORK YEAR/HOURS:</b>	<b>261 days / 7.5 days or duty days and hours as assigned and required</b>
<b>ISSUED:</b>	<b>Created: May 2015</b>	<b>SALARY GRADE:</b>	<b>ADCL 14</b>

**DEPARTMENT SUMMARY:** The Office of Organizational Effectiveness & Culture launched under the leadership of Superintendent Antwan Wilson in September 2014. The work of department is explicitly called out in the 2015-2020 OUSD Strategic Plan, Pathway to Excellence.

The Office of Organizational Effectiveness & Culture is responsible for:

- Supporting change management initiatives across the organization
- Developing, standardizing and systematizing processes, protocols and procedures across departments
- Increasing individual and departmental efficiency, effectiveness, cohesion and consistency
- Implementing Values-Based Leadership Development programming across the district
- Partnering with departments to assist in the creation of working conditions that allow our community of stakeholders to receive exemplary customer service from employees across the organization.

We are further charged with guiding the district through the process of selecting district-wide, shared Core Values. These Core Values will work to further define our district priorities, align our employee performance systems to training opportunities, and serve as the guiding principles to create a host of Leadership Development pathway programs that will ultimately yield significant increases in employee engagement, morale and skill development in areas most critical to an overall increase in our employee satisfaction and retention.

As a newer department within OUSD that must work in collaboration across many departments, we're seeking highly-motivated, results-driven, visionaries, who processes an entrepreneurial spirit and a "Can do!" attitude—individuals who enjoy working hard and find purpose in their work!

**BASIC FUNCTION:** The Program Manager of Employee Experience is responsible for managing and delivering OUSD employee special events, programs, informal trainings and employee engagement opportunities that support the overall strategic direction of organizational effectiveness and culture while working to increase employee morale and engagement. This Program Manager will create collaborative and transformational employee experiences that redefine OUSD's culture, work with intentionality as we transition to becoming a values-based organization and increase employee retention by allowing OUSD to become the premier education employer in the Bay Area. This Program Manager will provide support in all areas of events and programs including OUSD milestone celebrations by working cross-functionally with all involved and appropriate teams, departments and/or schools. The Program Manager will use metrics and data to measure the value of the programs to ensure OUSD delivers the best for all OUSD employees and its community. The ideal leader will understand the balance between bringing joy



to the workplace while holding adults accountable for how they work in service of Oakland students and our various stakeholder communities.

**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.)

### **ESSENTIAL FUNCTIONS**

- Work in collaboration with the Chief, Organizational Effectiveness & Culture and departmental Directors to establish the strategic direction of OUSD programs and events including providing technical support, oversight and direction for OUSD employee recognition events (E.g.: Honoring Our Own, Classified Employee of the Year, Teacher of the Year, etc...), ensuring deadlines are met and budgets are adhered to.
- Develop short-term, mid-term and long-term strategies and priorities to demonstrate a comprehensive plan for increasing employee engagement, while increasing employee accountability for assuming personal ownership for our organizations culture.
- Develop and create new programs to enhance the overall employee experience.
- Work with our Communications department to promote and market an ongoing calendar of employee events, programs, trainings and affinity groups to strengthen employee ties to the organization and relationships across teams, departments and schools.
- Collaborate with District staff to cultivate new ideas and opportunities to fuel OUSD culture.
- Provide leadership, motivation, direction and support to the Office of Organizational Effectiveness & Culture.
- Create and manage annual budget estimates.
- Serve as the employee experience and engagement advocate District-wide to influence management to engage employees across a variety of events, planning and training opportunities.
- Analyze programs and activities on a continuous basis and, in partnership with District staff, develop and implement strategies that increase overall engagement and employee retention.
- Partner with Talent Development and department-specific staff to effectively implement programs and execute strategies across a range of audiences.
- Drive internal engagement by developing effective communication campaigns which ensure that OUSD's mission, values and objectives, and progress against these objectives, are clearly communicated to employees.
- Identify and recommend involvement of key stakeholders/company functions in the planning of all internal communications and engagement.
- Establish a close working relationship with Talent Development and Internal Communications to ensure that the message to employees is consistent and well-managed.
- Establish culture-building strategies and implementation plans for District-wide internal campaigns.
- Advise and support the Superintendent, Leadership team and management with regard to communications which engage and inspire employees.
- Lead the District's annual employee engagement survey process, including the branding, marketing and internal communications strategy to support the effort.
- Manage and coordinate ongoing employee engagement activities such as surveys, brown bag meetings, focus groups, town halls, one-on-one engagements, affinity groups and other appropriate forums to actively listen to employees to enable senior leaders to keep in touch with employee views and ideas; evaluate and apply data to make informed decisions.
- Promote employee volunteer involvement and opportunities in our communities.
- Identify and propose effective technology mechanisms to improve access to employee engagement opportunities.

- Provide cross-training to other staff members within the department.
- Perform related duties as assigned, prioritized and needed to ensure effective practice, management and self-accountability.

### **MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE:** Bachelor Degree or its equivalency required (2 years of similar and relevant work level experience = 1 year of college) in Business Administration, Management, Marketing, Public Relations, Organizational Development, Human Resources or related field. Extensive background in event planning and/or employee engagement a plus. A combination of experience and education may be used to meet the Bachelor Degree requirement; however, the work experience years used to qualify for the Bachelor Degree requirement cannot be used to meet the work requirement.

Three (3) years experience working within a fast-paced work environment

Experience implementing diverse and high impact initiatives to support organizational objectives

Experience interacting with all levels of management/staff and across organizational lines

### **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:**

Organizational development and organizational change management principles and practices, employee engagement and retention strategies

Workforce planning and management systems, annual planning, facilitation and inquiry for needs assessment, solution design and planning, service delivery, cost benefit analysis, change management and communications

Employee performance standards, project management, quality improvement principles, business process reengineering and computer applications

Interpersonal skills using tact, patience, courtesy, team-building and vision to drive shared goals and outcomes

Strong socio-economic, cultural, ethnic, equity, inclusiveness and disability competency and self-awareness

Correct English usage, grammar, spelling, vocabulary and punctuation

Computer software, hardware, and related technology (e-mail, Microsoft products, Google, copier, printer, fax, telephone, texting, social media usage)

#### **ABILITY TO:**

Effectively manage and develop employees and adult learners

Lead visionary work with tact and credibility that allows others to buy-in

Provide leadership, work collaboratively on and across teams, and consult effectively and independently with all levels of OUSD

Troubleshoot and diagnose the root cause of organizational culture gaps and opportunities, while developing human capital solutions, proactively identify appropriate tactics, measurements, solutions, training and programming

Identify opportunities for continuous improvement, based on feedback, stakeholder engagement, trend analysis, etc...

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

Demonstrate effective written communication skills, including content communication, conciseness, grammar and usage

Organize and coordinate District-wide events and programs

Produce high-quality work, including strong attention to detail

Balance multiple priorities and deadlines in a fast paced environment

Exercise good judgment in safeguarding confidential or sensitive information

Adapt to feedback and focus on individual growth, reflection and refinement in the spirit of being a continuous learner

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

Identify and analyze organizational needs

Pull resources together to meet deadlines

Work under pressure and flexible in adapting and responding to changing situations

Operate personal computer, related software, and other office equipment

**WORKING CONDITIONS**

**ENVIRONMENT:**

Office 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:**

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<b>Legislative File</b>	
File ID Number:	15-1101
Introduction Date:	05/27/2015
Enactment Number:	
Enactment Date:	
By:	



# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	<b>Program Manager, Quality, Effectiveness &amp; Accountability</b>	<b>REPORTS TO:</b>	<b>Chief of Staff: Organizational Effectiveness &amp; Culture</b>
<b>DEPARTMENT:</b>	<b>Organizational Effectiveness &amp; Culture</b>	<b>CLASSIFICATION:</b>	<b>Classified Management</b>
<b>FLSA:</b>	<b>Exempt</b>	<b>WORK YEAR/HOURS:</b>	<b>261 days / 7.5 hours or duty days and hours as assigned and required</b>
<b>ISSUED:</b>	<b>Created: May 2015</b>	<b>SALARY GRADE:</b>	<b>ADCL 14</b>

**DEPARTMENT SUMMARY:** The Office of Organizational Effectiveness & Culture launched under the leadership of Superintendent Antwan Wilson in September 2014. The work of department is explicitly called out in the 2015-2020 OUSD Strategic Plan, Pathway to Excellence.

The Office of Organizational Effectiveness & Culture is responsible for:

- Supporting change management initiatives across the organization
- Developing, standardizing and systematizing processes, protocols and procedures across departments
- Increasing individual and departmental efficiency, effectiveness, cohesion and consistency
- Implementing Values-Based Leadership Development programming across the district
- Partnering with departments to assist in the creation of working conditions that allow our community of stakeholders to receive exemplary customer service from employees across the organization.

We are further charged with guiding the district through the process of selecting district-wide, shared Core Values. These Core Values will work to further define our district priorities, align our employee performance systems to training opportunities, and serve as the guiding principles to create a host of Leadership Development pathway programs that will ultimately yield significant increases in employee engagement, morale and skill development in areas most critical to an overall increase in our employee satisfaction and retention.

As a newer department within OUSD that must work in collaboration across many departments, we're seeking highly-motivated, results-driven, visionaries, who processes an entrepreneurial spirit and a "Can do!" attitude—individuals who enjoy working hard and find purpose in their work!

**BASIC FUNCTION:** The Program Manager of Quality, Effectiveness & Accountability collaborates to shape, oversee, manage and support strategies for influencing OUSD on the successful implementation of customer service, quality assurance, accountability, process and shared protocol development while supporting the data and analytics side of the values-based leadership development programming and leadership development experiences.

The Program Manager communicates OUSD's quality assurance and accountability standards to a wide range of stakeholders. The Program Manager collaborates with Leadership and District staff on a variety of process blocks to proactively identify those breakdowns that impede our ability to establish a high-performing, highly-accountable work environment that allows us to increase efficiency and effectiveness.

**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.)

## **ESSENTIAL FUNCTIONS**

- Collaborate with the Chief of Organizational Effectiveness and Culture, District Senior Leadership Team and the Director or Organizational Effectiveness to establish and implement quality assurance and accountability objectives, standards, protocols and targets achieved for work performance that boosts employee engagement and culture.
- Analyze and evaluate organizational metrics against strategic objectives and provide recommendations for measure adjustments/changes to more effectively monitor performance.
- Remain current in industry standards and best practices regarding operational performance and compliance relevant to education industry and general business functions.
- Develop, coordinate, and lead internal assessment and audit activities that support and drive operational effectiveness and improved customer service—District to school, School to district.
- Compile, analyze, and provide recommendations on action plans and process changes regarding trends identified in internal and external quality reviews.
- Work closely with the Leadership team to promote the processes and interventions that are necessary to improve performance, effectiveness and efficiency for all employees.
- Collaborate in the development, negotiation, and agreement of District quality procedures, policies and standards.
- Model change management standards and act as a catalyst for change and improvement in quality and operations.
- Work with management and operating staff to establish policies, standards, systems and procedures.
- Capture, synthesize and manage the performance data and analytics for organizational change efforts and leadership development program performance metrics.
- Engage OUSD staff and the community to hear their ideas and viewpoints about OUSD, and communicate and translate those ideas into recommendations to support employee performance.
- Communicate with OUSD departments on an ongoing basis to develop creative and out-of-the-box ideas.
- Coach and train leaders and staff throughout organization on the OUSD culture and how to build an engaging, people centric culture within their teams and divisions.
- Support staff by consulting in the design and then facilitating strategic meetings and workshops; conduct surveys and follow-up meetings/surveys to determine the effectiveness of meetings and the application to learning.
- Make assessments of effectiveness of training in terms of employee accomplishments and performance.
- Provide customer service training to staff to ensure understanding of quality assurance and accountability standards and evaluation instruments.
- Ensure the incorporation of a diversity, equity and inclusion lens into the OUSD culture, including building staff capacity to support members in developing their critical consciousness around oppression (cultural and systemic) and its impact on educational and employment inequity.
- Prepare briefs, data summaries and other materials to guide development of OUSD quality assurance and accountability standards.
- Provide cross-training to other staff members within the department by assisting teams with understanding of their own data as related to departmental accountability
- Perform related duties as assigned.

## **MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE:** Bachelor Degree or its equivalency required (3 years of similar and relevant work level experience = 1 year of college). A combination of experience and education may be used to meet the Bachelor Degree requirement; however, the work experience years used to qualify for the Bachelor Degree requirement cannot be used to meet the work requirement.



Three (3) years experience in quality assurance techniques, customer service-driven work environment

Experience implementing diverse and high impact initiatives to support organizational objectives

Experience interacting with all levels of management/staff and across organizational lines

Strong organizational, project management, research, and analytic skills

Six Sigma / Lean certification a plus

**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:**

Quality assurance and accountability standards, policies, trends and best practices

Methods of data collection and analysis

Methods and techniques for delivering change management strategies and training

Planning, organization and coordination needed for assigned program

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

Correct English usage, grammar, spelling, vocabulary and punctuation

Computer software, hardware, and related technology (e-mail, Microsoft products, Google, copier, printer, fax, telephone, texting, social media usage)

**ABILITY TO:**

Work and communicate effectively as part of the team to facilitate/participate in the implementation of quality standards to achieve district goals

Review information, identify important issues and formulate alternative solutions to problems

Think and function logically in a multi-tasking environment

Provide strategic leadership and address key strategic challenges and opportunities

Influence without authority

Deploy resources and manage multiple projects

Work with and through people to establish goals, objectives, and action plans

Present views in a clear and compelling manner and develop trust and influence as a senior thought leader with a broad relationship base

Demonstrate effective written communication skills, including content communication, conciseness, grammar and usage

Identify and analyze organizational needs

Work effectively in a diverse work group

Work independently

Pull resources together to meet deadlines

Work under pressure and flexible in adapting and responding to changing situations

Delegate responsibilities effectively

Work with external vendors and negotiate outcomes

Operate personal computer, related software, and other office equipment

**WORKING CONDITIONS**

**ENVIRONMENT:**

Office 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:**

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Legislative File	
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Enactment Date:	5/27/15
By:	ojs



# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	<b>Specialist, Community Engagement</b>	<b>REPORTS TO:</b>	<b>Assigned Supervisor</b>
<b>DEPARTMENT:</b>	<b>Communications &amp; Public Affairs</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 or duty days and hours as assigned</b>
<b>ISSUED:</b>	<b>Created: January 2007 Revised: May 2015</b>	<b>SALARY GRADE:</b>	<b>CFCA 15</b>

**BASIC FUNCTION:** Under the direction of the Director of Community Engagement, the Community Engagement Specialist is responsible for advancing the strategic community engagement initiatives and overall asset management plans of the District by working alongside community-based organizations, residents, businesses, faith communities, philanthropic groups, local and regional government officials and entities, school, and school District representatives. The Specialist exhibits an understanding of strategic community engagement planning and implementation; community-based organization partnership development; community meeting facilitation; event planning and promotion; public speaking; all ideally in the public education arena; and project management skills.

Collaborate with all stakeholders to achieve measurable outcomes and meet District goals.

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.)

### ESSENTIAL FUNCTIONS

Assist in the development of comprehensive, regional and District-wide community engagement strategies; assist in identifying, initiating, and deepening relationships with various community stakeholders including residents, parents, nonprofit community-based organizations, neighborhood groups, labor, District and school representatives and other government officials/entities.

Assist the Director in developing/implementing strategies for engaging the community through active engagement with District staff and partners; attend community meetings on behalf of the District to hear community concerns, provide information about community engagement; advocate for community participation and organize community relations activities.

Develop ongoing alliances with local and regional education advocates, children's advocates, senior and disability advocates, and community activists around matters of interest to the District in its attempts to increase the resources, and in support of the District's overall strategic mission, vision, goals and objectives, both programmatic and around asset management.

Plan, schedule and convene meetings to introduce select District staff to key members of the community to present an overview of the District's mission, goals, and facility development and asset management plans.

Work closely with Director to ensure that community engagement projects are delivered in an effective and efficient manner.

Monitor and evaluate community engagement processes and ensure that appropriate community engagement processes are publicized; create mechanisms for internal and external evaluation of engagement initiatives.

Plan and staff, ongoing and recurring, town hall meetings across the District and within the community, and coordinate necessary follow-up.

Serve as a member of the Facilities Project Committee when feasible; provide leadership in developing communications plans, and provide support in developing written materials and website design for Facilities Project Committees; participate in public meetings when necessary.

Analyze community awareness and determine appropriate messages to communicate regarding key strategic change initiatives.

Distribute information to District staff and volunteers regarding engagement activities.

Integrate engagement work into OUSD departments and school sites, and enlist the support of District staff.

Liaise with District staff to build organizational capacity for community engagement.

Create and maintain database of community organizations in support of community engagement.

Assist in the planning of District special events.

Maintain confidentiality of information.

Perform other related duties as assigned.

### **MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE:** Bachelor Degree or its equivalency required (2 years of similar and relevant work level experience = 1 year of college) in communications, community engagement, public relations or related field. A combination of experience and education may be used to meet the Bachelor Degree requirement; however, the work experience years used to qualify for the Bachelor Degree requirement cannot be used to meet the work requirement.

Three (3) years experience in the community engagement/public relations field with "on the record" experience

Experience in non-traditional communication, including grassroots, word of mouth and a strong preference for verbal, written, and reading bilingual skills (priority for top second languages among District students/families: Spanish, Cantonese, Mandarin, Arabic, Vietnamese, and Khmer)

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

Valid California Driver's License

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

May be required to work during non-traditional hours, including evenings and weekends

### **KNOWLEDGE AND ABILITIES**

#### **KNOWLEDGE OF:**

Current public education trends, issues and research

Current literature and best practices in public relations, marketing, communications, community relations and public affairs

Federal, state and local regulatory requirements applicable to OUSD communications and community outreach programs

District functions, policies, rules, regulations, goals and objectives

Facilities development community engagement best practices

Marketing and communications theory, principles, practices and strategies

Public institution administration and education administration strategies

California, Alameda County and Oakland community concerns and dynamics, politics, issues, leaders and influencers

Brown Act, laws related to freedom of the press and free access to public information

Diversity, sensitivity, and competence with regard to issues of race, learning or other ability, ethnicity, culture, religion, gender, socio-economic group, sexuality or other orientations or cultural markers

Public school organization, operations, policies and objectives

Correct English usage, grammar, spelling, vocabulary and punctuation

Computer software, hardware, and related technology

**ABILITY TO:**

Make judgments on the appropriate method to communicate a variety of District issues and/or news stories

Speak, write and present at the highest level in a concise, clear, persuasive and credible manner and use data effectively to support ideas, communications and proposals.

Team up with individuals from diverse areas and different levels within the district from senior leaders to individual contributors

Use communication disciplines such as graphic design, advertising, marketing, and public relations to engage the community in understanding the OUSD reform effort

Develop effective working relationships with a variety of stakeholders including parents, community members, business people, special interest organizations and elected officials

Work effectively, cooperatively and respectfully with staff, parents and community members regardless of race, creed, color, gender, sexual orientation, gender identity, ethnic/national origin, religion, marital status, age, socio-economic status or disability

Use persuasion and diplomacy to achieve consensus and cooperation, especially on difficult or divisive issues

Prepare a variety of narrative documents, including policy statements, management reports, and correspondence

Recognize sensitive issues and maintain confidentiality

Work autonomously with a high degree of accountability

Anticipate questions and formulate the answers under pressure

Meet deadlines and work under stress

Take initiative

Manage multiple tasks

Work a flexible schedule including evening and some weekend hours

Operate personal computer, related software, and other office equipment

**WORKING CONDITIONS**

**ENVIRONMENT:**

Office 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.