

OAKLAND UNIFIED SCHOOL DISTRICT  
Office of the Superintendent of Schools

May 14 2014

Legislative File	
File ID Number:	14-0910
Introduction Date:	05/14/2014
Enactment Number:	14-0779
Enactment Date:	5-14-14
By:	

TO: Board of Education

FROM: Gary Yee, Ed.D., Acting Superintendent  
Vernon Hal, Deputy Superintendent, Business and Operations  
Brigitte Marshall, Associate Superintendent, Human Resources Services and Support



SUBJECT: Creation of the following positions for Human Resources Services and Support:

- o Manager, Employee Retention and Development-Leadership Effectiveness
- o Specialist, Employee Retention and Development-Teaching Effectiveness

**ACTION REQUESTED**

Approval by the Board of Education of Resolution No. 1314-1125— Creation of Manager, Employee Retention and Development-Leadership Effectiveness; Specialist, Employee Retention and Development-Teaching Effectiveness Positions—Human Resources Services and Support Department.

**DISCUSSION**

HR is leading the Educator Effectiveness work for the District. To continue work started this year developing a comprehensive Human Capital Data Management System and to develop robust teacher and leader evaluation systems, Human Resources Services and Support needs to create four additional classifications in order to effectively pursue its assigned work.

Human Resources Services & Support Department

**Create**

Position Title/FTE

Manager, Employee Retention & Development-  
Leadership Effectiveness, HRSS Department (1.0 FTE)

Salary Schedule/Range

Salary Schedule: CFCA  
Range 18: \$76,437.57 - \$97,560.83  
12 months, 261 days, 7.5 hours

**Funding**

Title I, Resource  
3010-944

Position Title/FTE

Specialist, Employee Retention & Development-  
Teaching Effectiveness, HRSS Department (2.0 FTE)

Salary Schedule/Range

Salary Schedule: CFCA  
Range 16: \$69,718.70 - \$88,980.25  
12 months, 261 days, 7.5 hours

**Funding**

Title I, Resource  
3010-944

**BUDGET IMPACT**

These positions will be funded by Title I.

**RECOMMENDATION**

Approval by the Board of Education of Resolution No. 1314-1125– Creation of Manager, Employee Retention and Development-Leadership Effectiveness; Specialist, Employee Retention and Development-Teaching Effectiveness Positions—Human Resources Services and Support Department.

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**RESOLUTION  
OF THE  
BOARD OF EDUCATION  
OF THE  
OAKLAND UNIFIED SCHOOL DISTRICT  
Resolution No. 1314-1125**

- Human Resources Services and Support Department -

**Create**

- Manager, Employee Retention and Development-Leadership Effectiveness; Specialist, Employee Retention and Development-Teaching Effectiveness -

**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 position aligns with the District's priority of a Full Service Community School District and to enhance servicing our students, schools and community, and

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Education hereby creates the positions of Manager, Employee Retention and Development-Leadership Effectiveness and Specialist, Employee Retention and Development-Teaching Effectiveness—Human Resources Services and Support Department, attached hereto, and confirms said positions' placement on the salary schedule/ranges, as stated herein, effective 12:01 a.m., May 15, 2014, as follows:

Human Resources Services & Support Department

**Create**

Position Title/FTE

Manager, Employee Retention & Development-  
Leadership Effectiveness, HRSS Department (1.0 FTE)

Salary Schedule/Range

Salary Schedule: CFCA  
Range 18: \$76,437.57 - \$97,560.83  
12 months, 261 days, 7.5 hours

**Funding**

Title I, Resource  
3010-944

Position Title/FTE

Specialist, Employee Retention & Development-  
Teaching Effectiveness, HRSS Department (2.0 FTE)

Salary Schedule/Range

Salary Schedule: CFCA  
Range 16: \$69,718.70 - \$88,980.25  
12 months, 261 days, 7.5 hours

**Funding**

Title I, Resource  
3010-944

and,

**BE, IT FURTHER RESOLVED,** that the Board authorizes the positions or FTEs as stated herein.

Passed by the following vote:

AYES: Jody London, Jumoke Hinton Hodge, Anne Washington, Roseann Torres,  
Christopher Dobbins, and Vice President James Harris

NOES: None

ABSTAINED: None

ABSENT: President David Kakishiba

I hereby certify that the foregoing is a full, true and correct copy of a Resolution passed at a Regular Meeting of the Board of Education of the Oakland Unified School District held May 14, 2014.

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**OAKLAND UNIFIED SCHOOL DISTRICT**

  
\_\_\_\_\_  
David Kakishiba

  
\_\_\_\_\_  
Dr. Gary Yee  
Acting Superintendent and Secretary, Board of Education

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# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	<b>Manager, Employee Retention and Development - Leadership Effectiveness</b>	<b>REPORTS TO:</b>	<b>Assigned Supervisor</b>
<b>DEPARTMENT:</b>	<b>Human Resources Services and Support (HRSS)</b>	<b>CLASSIFICATION:</b>	<b>Classified Management, Confidential</b>
<b>FLSA:</b>	<b>Exempt</b>	<b>WORK YEAR/HOURS</b>	<b>261 days/7.5 hours</b>
<b>ISSUED:</b>	<b>Created: April 2014</b>	<b>SALARY GRADE:</b>	<b>CFCA 18</b>

**BASIC FUNCTION:** Under general supervision, administer, coordinate and implement the District's leadership effectiveness program designed to decrease turnover and increase the number and availability of qualified applicants who meet District operating needs.

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

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

### ESSENTIAL FUNCTIONS

Lead the implementation of the leadership effectiveness system including leadership framework, evaluation, and professional learning in partnership with Leadership, Curriculum and Instruction (LCI) and Human Resources Services and Support (HRSS) staff; coordinate necessary training and support for administrators and evaluators; develop and revise relevant tools to support pilot implementation.

Work collaboratively with Human Resources Services and Support, and Leadership, Curriculum and Instruction staff to develop and implement professional learning strategies to ensure the District provides meaningful support aligned to the leadership effectiveness system.

Coordinate with departments, HRSS staff and Unions to develop leadership pipelines within the District to increase the number of highly qualified administrators; partner with external organizations as needed.

Facilitate the leadership selection process for all site-based certificated administrator positions.

Develop and oversee a 90-day feedback session with all recently hired, promoted or reassigned certificated administrators to determine progress in and adjustment to current position; refer to and recommend professional learning/coaching/mentoring necessary.

Design and implement a formal orientation program that includes a thorough overview of OUSD, the employee's department and an introduction to other departments; in collaboration with central departments and UAOS to ensure that all new administrators engage in a comprehensive induction program.

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

Solicit external funding to support more comprehensive support for leadership effectiveness such as comprehensive leadership pipeline development and current growth and development strategies.

Analyze administrators' staff development needs to identify relevant issues, and recommending and/or implementing an action plan.

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

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

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

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

Research a variety of topics (e.g., courses, materials, training consultants, etc...) to develop new programs that meet staff career development needs.

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

Perform related duties as assigned.

#### **MINIMUM QUALIFICATIONS**

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

Demonstrated success in leading continuous improvement efforts within an organization

Master's degree preferred

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

Valid California Driver's License

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

#### **KNOWLEDGE AND ABILITIES**

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

Employee retention strategies and best practices

Staff development and training trends

Adult learning theory, curriculum and instruction materials

Program assessment and reporting methodologies

Basic public speaking, practices and techniques

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

Correct English usage, grammar, spelling, vocabulary and punctuation

Computer software, hardware, and related technology

##### **ABILITY TO:**

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

Manage multiple tasks with frequent interruptions, and manage multiple priorities

Work under pressure to meet deadlines

Analyze situations accurately and take appropriate action

Communicate effectively in English both orally and in writing

Maintain confidentiality in all aspects of the job

Follow and give oral and written directions

Interact with certificated and classified employees at all levels

Perform public speaking in front of small and large audiences

Work independently with minimum supervision

Interpret, apply and initiate District policies and procedures

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

Operate personal computer, related software, and other office equipment

**WORKING CONDITIONS**

**ENVIRONMENT:**

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

**PHYSICAL REQUIREMENTS:**

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

**NON-DISCRIMINATION POLICY:**

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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# OAKLAND UNIFIED SCHOOL DISTRICT

## Position Description

<b>TITLE:</b>	<b>Specialist, Employee Retention and Development - Teaching Effectiveness</b>	<b>REPORTS TO:</b>	<b>Assigned Supervisor</b>
<b>DEPARTMENT:</b>	<b>Human Resources Services and Support (HRSS)</b>	<b>CLASSIFICATION:</b>	<b>Classified Confidential</b>
<b>FLSA:</b>	<b>Exempt</b>	<b>WORK YEAR/HOURS</b>	<b>261 days/7.5 hours</b>
<b>ISSUED:</b>	<b>Created: April 2014</b>	<b>SALARY GRADE:</b>	<b>CFCA 16</b>

**BASIC FUNCTION:** Under general supervision, administer, coordinate and implement the District's career development, recognition, and retention programs designed to support educator effectiveness.

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

Lead the implementation of the educator effectiveness evaluation system(s) in partnership with Leadership, Curriculum and Instruction (LCI) and Human Resources Services and Support (HRSS) staff; coordinate necessary training and support for administrators and evaluators; develop and revise relevant tools to support educator effectiveness systems.

Work collaboratively with Human Resources Services and Support, and Leadership, Curriculum and Instruction staff to develop professional learning offerings to ensure the District provides meaningful support aligned to the educator effectiveness systems.

Support a formal educator induction program that includes a thorough overview of OUSD, the employee's department and an introduction to other departments; collaborate with LCI and OEA to ensure all new teachers engage in a comprehensive induction program aligned to our educator effectiveness systems.

Develop and deliver District programs on topics related to educator effectiveness and related professional learning programming to executive team, directors, managers and/or supervisors and coordinate with external trainers and other staff as needed.

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

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

Research a variety of topics (e.g., courses, materials, training consultants, etc...) for the purpose of developing new programs that support our educator career development needs.

Analyze and report educator effectiveness data on a regular basis by school to assist in systems implementation and surfacing noticeable trends to inform professional learning.

Manage and maintain online teacher observation tool; provide training and support to administrators, instructional coaches and teachers.

Perform related duties as assigned.

**MINIMUM QUALIFICATIONS**

**TRAINING, EDUCATION AND EXPERIENCE:** Any combination of education, training and/or experience equivalent to: a Bachelor's degree from an accredited college or university and 3 years of experience in human resources with demonstrated experience in employee retention strategies, and designing and implementing professional development programs.

Demonstrated success in leading continuous improvement efforts within an organization

Master's degree preferred

**LICENSES AND OTHER REQUIREMENTS:**

Valid California Driver's License

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

**KNOWLEDGE AND ABILITIES**

**KNOWLEDGE OF:**

Educator effectiveness systems and support

Employee retention strategies and best practices

Staff development and training trends

Adult learning theory, curriculum and instruction materials

Program assessment and reporting methodologies

Basic public speaking, practices and techniques

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

Correct English usage, grammar, spelling, vocabulary and punctuation

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