

OAKLAND UNIFIED SCHOOL DISTRICT

Office of the Superintendent of Schools

September 24, 2015

Legislative File	
File ID Number:	15-1882
Introduction Date:	09/24/2015
Enactment Number:	15-1446
Enactment Date:	9/24/15
By:	OR

TO: Board of Education

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

SUBJECT: Approval of Job Descriptions – Department, as Assigned and Office of the Superintendent and/or Department of Organizational Effectiveness & Culture

1. Deputy Chief, Innovation
2. Director, Strategy Implementation and Accountability

ACTION REQUESTED

Adoption by the Board of Education of Resolution No. 1516-0053, approving the following job descriptions: Deputy Chief, Innovation and Director, Strategy Implementation and Accountability, in Department, as Assigned and Office of the Superintendent and/or Department of Organizational Effectiveness & Culture.

BACKGROUND:

The Talent Division recommends approval 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. 1516-0053, approving the following job descriptions: Deputy Chief, Innovation and Director, Strategy Implementation and Accountability, in Department, as Assigned and Office of the Superintendent and/or Department of Organizational Effectiveness & Culture.

**RESOLUTION
OF THE
BOARD OF EDUCATION
OF THE
OAKLAND UNIFIED SCHOOL DISTRICT
Resolution No. 1516-0053**

– Department, as Assigned and Office of the Superintendent and/or Department of Organizational Effectiveness & Culture Department -

Approving Job Descriptions

- Deputy Chief, Innovation and Director, Strategy Implementation and Accountability -

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 the attached job descriptions: Deputy Chief, Innovation and Director, Strategy Implementation and Accountability.

Passed by the following vote:

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

NOES: None

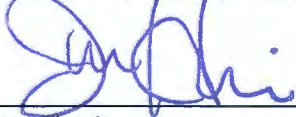
ABSTAINED: Shanthi Gonzales

ABSENT: Roseann Torres

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 September 24, 2015.

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By:	<i>ok</i>

OAKLAND UNIFIED SCHOOL DISTRICT



James Harris
President, Board of Education



Antwan Wilson
Superintendent and Secretary, Board of Education

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



OAKLAND UNIFIED SCHOOL DISTRICT

Position Description

TITLE:	Deputy Chief, Innovation	REPORTS TO:	Senior Deputy Chief of Continuous School Improvement
DEPARTMENT:	As Assigned	CLASSIFICATION:	Classified Management Confidential
FLSA:	Exempt	WORK YEAR/HOURS:	261 days
ISSUED:	Created: September 2015	SALARY GRADE:	Employee Contract

BASIC FUNCTION: Within the framework of a high quality full service community schools District and under the direction of the Senior Deputy Chief of Continuous School Improvement, work in partnership to lead the development and implementation of the District's Quality School Development Policy, ensuring effective implementation of those processes designed to provide equitable access for families to quality schools throughout the city, including Call for Quality Schools processes, Enrollment Policy and Projections processes, District-Charter Compact development and implementation, as well as implementation of targeted investments in school program innovations.

The Deputy Chief is required to work effectively and collaboratively with diverse groups of parents, students, staff and community members to apply consistent attention to several areas of responsibility.

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:

Work collaboratively to develop and support innovative school models, targeted programs, and collaborative practice sharing across schools to better serve an increasingly diverse student body.

Coordinate the District-wide review of annual Strategic Regional Analysis to assist executive leadership in executing recommendations to invest in the expansion of high quality programs throughout the District.

Advise portfolio manager on availability of seats and student population changes in neighborhoods with many underperforming and/or high performing schools.

Initiate and facilitate the Call for Quality Schools annual process to ensure targeted innovations and improvements are effectively implemented, including developing a network of support school design processes including coordinating District departments and diverse providers.

Coordinate, manage and continuously improve the annual enrollment counts process conducted District-wide.

Participate in the annual staffing consolidation process and provide relevant data and information necessary for effective fiscal and programmatic decision-making.

Maintain enrollment database and provide enrollment-related analysis and reporting to cabinet, District leadership, board of education, and community.

Ensure that the enrollment system is fair for all families.

Plan the enrollment system so that there are spots held, in a fair manner, for mid-year transfers.

Work with Communications Department and external partners to ensure that families are participating in the enrollment process.

Work with Communications Department and external partners to ensure that families have enough information to choose schools for their students.

Develop a mechanism to ensure good choices for children whose parents neglect to express a preference during the annual enrollment process.

Manage and facilitate annual enrollment projections process, including maintaining and continuously improving enrollment projections data-base.

Engage key stakeholders in the annual enrollment projections process, including Network Superintendents, principals, key site staff, District leadership, and appropriate departments in order to develop high quality data to inform programmatic and fiscal decision-making.

Coordinate the effective dissemination and use of enrollment projections data across all relevant departments, including fiscal services, research and assessment, technology services, enrollment center, and schools.

Conduct and oversee analysis and reporting of enrollment trends, historical enrollment, and projected enrollment trends at the city, District, region, and school level; present and interpret results and findings to a wide variety of audiences with diverse levels of data knowledge and understanding.

Provide supervision to the transition and implementation of systems and structures in support of Common Enrollment, facilities utilization, fee-for-service opportunities, special education, and other areas of collaboration set forth in an executed District-Charter compact.

Serve as a member of the Superintendent's Executive Cabinet, and work closely and collaboratively with leaders in Teaching & Learning, Networks and all members of the Cabinet.

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.

Interpret and communicate changes in federal, state, and local legislation as required.

Attend and participate in required department and District meetings.

Perform related duties as assigned.

QUALIFICATIONS:

The District determines whether a candidate is qualified based on fulfillment of prerequisites, relevant work experience, ability to perform the essential functions, reference checks, effective interpersonal and communication skills demonstrated by interview performance and/or writing samples, and achievement on performance-based assessments (if applicable) that demonstrate the candidate possesses the requisite knowledge, skills and abilities. Meeting prerequisites only satisfies the initial screening process and does not indicate the candidate is qualified to perform the essential functions of the position.

KNOWLEDGE OF:

California Department of Education Frameworks governing work scope such as: Common Core Standards, Content Standards, Curriculum, Response to Intervention, Full Service Community Schools

Statistical tools and software

Utilization of various forms of assessment and data analysis in program design and management

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

Organizational development, communications and change management, specifically:

- Building partnerships and collaboration with individuals, departments, agencies, and institutions
- Interpersonal skills emphasizing tact, patience, courtesy and respect
- Facilitation techniques
- Building authentic and trusting relationships

Correct English usage, grammar, spelling, vocabulary and punctuation

Data entry, report writing and record-keeping techniques

Presentation, communication, and public speaking techniques

Use and application of computer software, hardware, and related technology

The Community School philosophy of aligning resources in service of students

Computer software, hardware, and related technology

ABILITIES TO:

Interpret, implement, and maintain current knowledge of applicable laws, codes, policies, procedures, and District regulations governing work scope

Develop strong systems and organizational practices and protocols

Oversee research design and support of data tools to manage data and analysis needs

Mine, extract, and integrate site-based data with student, community, and County data

Integrate reports and other work products into static reports and presentations

Coordinate and manage to results small and large groups

Facilitate effective meetings and planning sessions to successfully execute action plans and decision

Present information in workshops and focus group meetings to support understanding of data and analysis

Rapidly assimilate the facts, conditions, and implications of sudden problems and organize an effective administrative response to them

Work in a fast paced environment, under pressure to meet multiple critical deadlines and make decisions and/or communicate needs in a timely manner

Work effectively across all divisions of the District, with specific strength in partnering with schools and cross-departmental stakeholders

Design and implement complex workflows and procedures to maximize efficiency with limited resources

Interpret, apply, and explain rules, regulations, policies and procedures

Plan and organize work

Prepare comprehensive narrative and statistical reports

Maintain current knowledge of new technical, academic and regulatory developments related to work scope

Manage competing priorities and time

Establish and maintain effective communications and working relationships among diverse groups of students, parents, District staff, and the community

Establish and maintain effective working relationships with multi-faceted public and private agencies and District departments

Meet District standards of professional conduct as outlined in Board Policy

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

Operate personal computer, related software, and other office equipment

PREREQUISITES

A Master's degree from an accredited college or university

Five (5) years of progressively responsible work experience in education and/or student services, including a minimum of three (3) years leading department/division-wide efforts

Demonstrated ability to analyze and transform data into sound and actionable recommendations, particularly as related to quality school development

Considerable experience in collaborative planning structures and strong facilitation skills

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

Strong track record of managing organizational change and initiating key innovations

Fluency in Spanish helpful, but not required

Valid California Driver's License, if applicable

PRE-EMPLOYMENT PROCESS:

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

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:	15-1882
Introduction Date:	09/24/2015
Enactment Number:	15-146
Enactment Date:	9/24/15
By:	gpa



OAKLAND UNIFIED SCHOOL DISTRICT

Position Description

TITLE:	Director, Strategy Implementation & Accountability	REPORTS TO:	Chief of Staff: Organizational Effectiveness & Culture
DEPARTMENT:	Office of the Superintendent and/or Department of Organizational Effectiveness & Culture	CLASSIFICATION:	Classified Management Confidential
FLSA:	Exempt	WORK YEAR/HOURS:	261 days/7.5 hours
ISSUED:	Created: September 2015	SALARY GRADE:	CFCA 22

SUMMARY: The Chief of Staff and Department of Organizational Effectiveness and Culture work in service, partnership and collaboration with OUSD central office departments and schools to disrupt systems (working conditions, processes and people) that perpetuate inequity.

The Chief of Staff works to strategize, develop and implement those priority areas that allow both the Superintendent and broader organization to accelerate its success in pursuit of actualizing the priorities and goals outlined in the Pathway to Excellence—this is our OUSD 2020 Strategic Plan. This includes working in support of and collaboration with/across multiple departments and teams to implement bodies of work (action items, special projects and initiatives) to implement and hold accountable the departments, teams and individuals leading these efforts.

The work of Organizational Effectiveness and Culture, works to systematize change management theory with the development of process reform and standardization of operating procedures. Leadership Development in our efforts to become a values-based leadership organization is essential—working to transform the conditions and build capacity in employees—in ways that rebuild the culture we seek to define at OUSD. Currently, we're operating under the Superintendent's educational values of: Students First, Equity and Integrity. Ultimately, we will identify a set of shared and common values that will further define our employee recruitment efforts, shape our employee engagement strategies, demonstrate our commitment to building leadership capacity in every OUSD employee and retain our best talent.

BASIC FUNCTION: The Director, Strategy Implementation & Accountability will be charged with coordinating, leading, supporting, implementing, holding accountable and evaluating our performance in all projects and priorities within these efforts.

We are seeking a fun-spirited, big picture, go-getter with a "can do" attitude and work style that models the culture within the Organizational Effectiveness & Culture team— Belief, hope, opportunity, high-accountability, high-quality of service, on-time delivery and innovation are essential to finding success in this role.

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:

Strategy Implementation

- Interdependencies: Identify, socialize and present a case for interdependencies that cross multiple teams, departments and schools. Crafting plans that increase awareness, knowledge and skill across employee groups needed to work in service and support of such strategy efforts.
- Project Management: Define, prioritize, design, coordinate, implement, support, manage and evaluate strategy efforts within the context of specific, tangible projects and initiatives. (i.e., Implementation of the Strategic Planning Committee recommendations in collaboration with Talent Development Division, Board policies that drive employee engagement, community engagement efforts, etc...).
- Lead the change management efforts to increase efficiencies and effectiveness of our Board Office—how we're working in service to both Board members and constituents. Streamline processes and create opportunities to cross-train.

Communication

- Identify and coordinate in collaboration with the Chief Communications and Public Affairs Officer and Communications Team those items for internal communications to build a working environment of timely communications, transparency and employee engagement opportunities to collect input, and receive feedback that allow our change management efforts to be more broadly communicated in the spirit of fostering a culture of leadership, empowerment and information (versus fear, disengagement and misinformation).
- Develop strategy tools, campaigns, web-based communications (i.e., employee intranet, district website) documents and info-graphics that promote change management efforts across the organization and within schools.
- Facilitate and present updates, information, priorities and organizational change efforts to employees across the organization.
- Work with the Communications team to provide updates to the Pathway to Excellence as needed, coordinate the end-of-year Superintendent Performance Evaluation report, manage the development of the Superintendent's PPTs/Decks, one pagers, FAQ's and handbills for internal and external engagements.
- Coordinate Board member conference calls with Chiefs/Deputies on relevant issues in a timely and consistent manner. Assist in fielding follow-ups from Board members as assigned.

Accountability

- Identify, communicate, support, engage and monitor departments on the implementation of stated strategies with fidelity. Course correct, offer support, guidance, thought-partnership and technical support to departments struggling with successful implementation of stated strategies.
- Generate evaluation and statistical reports and updates to demonstrate both the qualitative and quantitative assessments and measures of progress towards goal.

Perform other related duties as assigned.

QUALIFICATIONS:

OUSD Division of Talent Development determines whether a candidate is qualified based on fulfillment of prerequisites, relevant work experience, ability to perform the essential functions, reference checks, effective interpersonal and communication skills demonstrated by interview performance and/or writing samples, and achievement on performance-based assessments (if applicable) that demonstrate the candidate possesses the requisite knowledge, skills and abilities. Meeting prerequisites only satisfies the initial screening process and does not indicate the candidate is qualified to perform the essential functions of the position.

KNOWLEDGE OF:

- Project management principles and methodologies
- Organizational development & organizational change management principles and practices
- Planning, organization and coordination needed for assigned projects, priorities and tasks
- Accountability strategies, principles and methodologies
- Diverse academic, socio-economic, cultural, ethnic, and disability backgrounds of District students and staff
- Interpersonal skills using tact, patience, courtesy, professional humor, candor and transparency
- Excellent command of the English language, grammar, spelling, vocabulary, writing and punctuation

- Computer software, hardware, and related technology

ABILITIES TO:

- Manage several, competing priorities with execution, implementation, coordination, and evaluation without compromising quality or on-time delivery
- Accurately analyze situations and problems relating to projects, identify alternative solutions, project consequences of proposed actions, and implement an effective course of action in accordance with general policy and pertinent codes and regulations
- Explain complex problems and solutions in clear, concise and compelling ways
- Maintain confidentiality at all times
- Understand and interpret District policies and procedures; be able to incorporate them into practice and explain them to others
- Design, develop and implement broad strategic initiatives and work plans and evaluate their outcomes
- Facilitate discussion and learning activities towards a clear end
- Establish and maintain effective working relationships with others of diverse backgrounds, experience, and personalities
- Inspire, motivate and support adults to transform their practices
- Serve as resource to District administrators and facilitate communication throughout the District
- Set goals, work independently and drive results
- Produce high quality work, including strong attention to detail
- Adapt to feedback and focused on continuous improvement, reflection and refinement of personal practice
- Communicate effectively
- Work as an integral member of a team
- Operate personal computer, related software, and other office equipment as assigned

PREREQUISITES:

A Bachelor's Degree in related field; Master's preferred.

Ten (10) years in relevant, closely aligned work experience and working conditions with a high preference for this experience in the education field

Through knowledge of theory of practice, principles and demonstrated understanding of Organizational Effectiveness & Culture work—what it means to and for the organization, how its intersectionality increases District outcomes, success and progress towards change management that results in academic achievement gains for student outcomes

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 Superintendent and/or Department of Organizational Effectiveness & Culture

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

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)

Valid California Driver's License, if applicable

PRE-EMPLOYMENT PROCESS:

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

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.