

## SANTA CLARA COUNTY OFFICE OF EDUCATION

### **CLASS TITLE: DIRECTOR-HUMAN RESOURCES/WORKFORCE DEVELOPMENT & ORGANIZATIONAL CULTURE**

#### **BASIC FUNCTION:**

Under the direction of the Assistant Superintendent-Personnel Services, plans, organizes, controls and directs the operations, activities and methods of the Workforce Development & Organizational Culture Department; assists in the development of policies and procedures to promote healthy and respectful organizational culture; directs, designs, develops, markets, conducts and evaluates training programs, including Champions for Leadership, mentoring programs, and other leadership development programs to meet staff needs and ensure compliance with state and federal laws; and directs a variety of workforce and organization development programs that support the goals of the Santa Clara County Office of Education (SCCOE); supervises and evaluates the performance of assigned personnel.

#### **REPRESENTATIVE DUTIES:**

The following duties are examples of assignments performed by incumbents in this classification. It is not a totally comprehensive list of duties, nor is it restrictive regarding job assignments.

#### **ESSENTIAL DUTIES:**

Plans, organizes, controls and directs the operations, activities and methods of the Workforce Development & Organizational Culture Department; and assigns resources as needed; develops, interprets and implements policies and procedures related to assigned activities and programs.

Partners with staff at all levels to improve organization and individual performance, and deliver programs and solutions to meet evolving organization needs.

Supports the equity initiatives of the SCCOE; assists in the development and review of policies and procedures to promote healthy, respectful organizational culture; coordinates and guides all efforts to define, understand, assess, foster, and cultivate an equitable workplace culture.

Designs professional learning to increase awareness and to support SCCOE values, and maintains compliance with applicable laws.

Attends and conducts a variety of meetings as assigned for the purpose of providing team and meeting facilitation services and consulting services to the SCCOE leadership teams.

Directs, designs, develops, markets, conducts, and evaluates training programs to meet staff needs and ensure compliance with state and federal laws; determines training priorities, objectives and strategies; directs and mentors staff trainers; identifies and obtains resources to implement training and other programs that support the goals of the SCCOE; selects the methodology utilizing various approaches; analyzes, designs, and evaluates training needs and materials, and recommends enhancements to training materials.

Directs a variety of workforce and organization development programs including professional development and leadership programs and the workforce services program; develops policies, procedures, and other aspects of assigned programs.

Directs leadership development programs including a succession planning program; works collaboratively in

leadership development and strategic planning with the Assistant Superintendent-Personnel Services and others.

Develops, implements, and monitors a systemic embedded program of required leadership development that ensures members of the leadership team have the skills and capacity to implement the priorities and values set by the County Superintendent.

Coordinates with the Assistant Superintendent-Personnel Services and senior management the strategic planning to meet the SCCOE initiatives, policy, governance development for the purpose of facilitating the development of the strategic plans and identifying the metrics and modes of data collection.

Directs and develops a strengths-based training program for SCCOE employees and leadership team members.

Fosters employee growth and learning, engages stakeholders at all levels in the organizational transformation process; develops practices to collect metrics in order to analyze, guide, and monitor trends, risks, and opportunities in the transformational process.

Directs and evaluates the performance of assigned staff; interviews and selects employees and recommend transfers, reassignment, termination and disciplinary actions.

Provides technical expertise, information and assistance to the Assistant Superintendent-Personnel Services regarding assigned programs and activities; assists in the formulation and development of policies and procedures for onboarding and exiting; recommends proper organization structure for assigned programs and functions; assists in the alignment of organization-wide plans.

Serves as an internal consultant to provide insight, education, and perspective to discussions and decisions related to professional development planning.

Directs operations and activities related to the employee wellness program.

Directs, designs, and implements organization-wide continuous improvement efforts, including process management, utilizing quality tools and materials needed for training and professional development.

Directs the preparation and maintenance of a variety of narrative and statistical reports, records and files related to assigned activities.

Communicates with other administrators, personnel, and outside organizations to coordinate activities and programs; resolves issues and conflicts and exchanges information.

Develops and prepares the annual preliminary budget for the Workforce Development & Organizational Culture Department; prepares and monitors program budgets; analyzes and reviews budgetary and financial data; controls and authorizes expenditures in accordance with established limitations.

Operates a computer and assigned software programs; operates other office equipment as assigned; drives a vehicle to conduct work as assigned.

Attends and conducts a variety of meetings as assigned, which, at times, may beyond the normal work week or hours; provides team and meeting facilitation services and consulting services to the SCCOE leadership team; coordinates special events for the Superintendent; serves on assigned teams and councils as directed.

**OTHER DUTIES:**

Perform related duties as assigned.

**KNOWLEDGE AND ABILITIES:**

**KNOWLEDGE OF:**

Planning, organization and direction of the Workforce Development & Organizational Culture Department;  
Principles of organizational development and organizational effectiveness;  
Training for staff mandated by law;  
Training needs assessment methodologies;  
Human resources practices, policies and procedures;  
Techniques and principles of employee training, adult learning theory, individual and group teaching and learning methods;  
Web-based training programs;  
Budget preparation and control;  
Oral and written communication skills;  
Principles and practices of administration, supervision and training;  
Advanced teaching, facilitation, consulting, coaching, program development, and management skills;  
Applicable laws, codes, regulations, policies and procedures;  
Interpersonal skills using tact, patience and courtesy;  
Operation of a computer and assigned software

**ABILITY TO:**

Plan, organize and direct organization and staff development programs;  
Lead and manage cross-functional projects requiring a high degree of strategic thinking, collaboration, detailed execution, and influence while keeping leadership informed;  
Lead by example and build and maintain collaborative, trusting relationships with their team and colleagues;  
Have functional expertise and the ability to see the big picture, while also being hands-on with day-to-day processes;  
Analyze situations accurately and adopt an effective course of action;  
Use change management methodologies and support managers and staff in the implementation process;  
Provide coaching and guidance regarding complex employment issues to staff and leaders;  
Partner with the leadership team to ensure appropriate orientation of staff;  
Implement training and programs addressing adult learning theory;  
Apply fundamentals of planning, organizing, conducting and evaluating group training;  
Write and edit training materials and develop job aids and other instructional materials;  
Initiate, plan, direct and evaluate the development of training and employee development systems;  
Direct and evaluate the performance of assigned staff;  
Communicate effectively both orally and in writing;  
Speak and present to groups, facilitate meetings, training programs, and development discussions;  
Establish, influence, build, and maintain strong relationships at all levels and throughout the organization, including senior leadership, and possess the emotional intelligence necessary to build consensus;  
Synthesize information, strategically align functional areas and business needs to develop actionable content, recommendations, and results;  
Interpret, apply and explain rules, regulations, policies and procedures;  
Build and manage a high-quality Workforce Development & Organizational Culture Department team;  
Operate a computer and assigned office equipment;  
Meet schedules and timelines;  
Work independently with little direction;  
Plan and organize work;

Prepare comprehensive narrative and statistical reports;  
Direct the maintenance of a variety of reports, records and files related to assigned activities.

**EDUCATION AND EXPERIENCE:**

Any combination equivalent to: Master’s Degree in education or related field and five (5) years of experience in a certificated position including three (3) years in an administrative capacity. Doctoral degree in educational leadership preferred.

**LICENSES AND OTHER REQUIREMENTS:**

Valid California Administrative Services Credential  
Valid California Elementary or Secondary Teaching Credential  
Valid California driver’s license

**WORKING CONDITIONS:**

**ENVIRONMENT:**

Office environment  
Driving a vehicle to conduct work

**PHYSICAL DEMANDS:**

Hearing and speaking to exchange information and make presentations;  
Seeing to read a variety of materials;  
Walking, bending, reaching, standing, and stooping;  
May require occasional lifting/lowering, pushing, carrying, or pulling up to 20 pounds;  
Dexterity of hands and fingers to operate a computer keyboard

Approved: Anisha Munshi, Ed.D. 6/15/2020  
Assistant Superintendent-Personnel Services Date

Authorized: Mary Ann Dewan, Ph.D. 6/15/2020  
County Superintendent of Schools Date

Revised 8/23/19: Reporting structure revised from County Superintendent to Assistant Superintendent-Personnel Services  
Revised 6/8/20: Title change from Workforce & Organization Dev.