



## DIRECTOR OF HUMAN RESOURCES

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### **Mission**

- To create—by means of effective processes of staff recruitment, employment, retention, and development—a professional workforce of the highest possible quality and whose diversity is reflective of the student population.
- To foster and promote a work environment in which all staff share in high employee morale, a strong sense of teamwork and dedication, a positive employer-employee relationship, and high levels of productivity and accountability focused on the delivery of superior educational services to all students.

### **Position Summary**

The Director of Human Resources is charged with securing, developing, managing, evaluating and sustaining a top-quality, high-performing staff for the district. The success of the Director in achieving these goals is fundamental to the district's attainment of its mission to provide a superior education and related support services to every student as effective preparation for success in college and careers. The Director of Human Resources deals with many challenging issues surrounding individual personnel and labor relations and, accordingly, must demonstrate a consistent blend of firmness and sensitivity in devising and presenting options for resolving these issues in ways that support district priorities while respecting the individual or employee group. The Director of Human Resources is a team builder who interacts with every department in the district, and therefore must exhibit skill in developing and managing professionals in multiple and diverse roles while maintaining productivity and morale at high levels. The Director must have a deep understanding of the basic systems of human resources, such as compensation, safety, and evaluation; be able to manage and adapt these systems in ways that comply with all applicable laws, regulations, and policies; and provide guidance and strategic assistance to the administrative team in order to increase the overall effectiveness and efficiency of district operations.

### **Supervisory Relationship**

Reports to the Superintendent of Schools. Directly or indirectly supervises all Human Resources Department staff.

### **Essential Functions**

- Plan, direct, and oversee all human resource and risk management functions of the District, including recruitment and selection, worker classification and compensation, employee and labor relations, dispute resolution, negotiations, training and development, affirmative action/equal opportunity employment, wellness and benefits, general liability, succession planning, emergency planning, safety, human resources information systems, and policy administration.

- Oversee the development, implementation, and administration of the District's affirmative action plan. Oversee diversity-related recruiting efforts, develop strategies for retention of a diverse staff, and facilitate staff development that fosters appreciation of the contributions of a diverse staff to accomplishment of district goals.
- Oversee the development of short- and long-term labor relations strategies, serve as the chief negotiator for the District in contract negotiations, and oversee the administration of all labor agreements. Establish and maintain cooperative working relationships with District staff and union leaders.
- Provide leadership in the development and implementation of teacher/administrator effectiveness and growth systems and the employee evaluation program for all staff, with an emphasis on common accountability for contributing to student success.
- Oversee disciplinary actions toward employees to ensure fair, equitable, and lawful processes. Manage highly complex employee relations cases and conflict/grievance resolutions, and respond to complaints on behalf of the District.
- Strategically plan and implement activities, events, and services that engender pride in being a district employee and that foster positive employer-employee relationships.
- Ensure compliance with all federal, state, and local laws, rules and regulations bearing on human resource management and employment in a public school system. Review and respond to employment-related legislative bills.
- Provide professional management, consultation and advice to District directors, administrators, and supervisors regarding legal compliance, contractual obligations, District policies, effective human resource practices, and ethical practices.
- Represent the District before the Board of Directors on collective bargaining, compensation and other staffing-related matters.
- Establish appropriate service and staffing levels, monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures, allocate resources accordingly, and assist school administrators in determining staffing requirements.
- Develop, plan, and implement human resource department goals and objectives; formulate, recommend, and administer policies and procedures; evaluate the effectiveness of programs and practices, and modify strategies to achieve goals; translate Board and District goals into HR strategic and tactical plans; develop and administer the department's annual operating budget; provide for professional development of department staff; and ensure the completion of strategic plan action items.
- Contribute to the achievement of the District's educational mission and overall goals by developing and implementing human resource practices that are state-of-the-art, professional, and future-oriented.

## Required Knowledge, Skills and Abilities

- Knowledge of—and the ability to interpret and apply—federal, state and local laws, regulations, and codes related to employment.
- Knowledge of human resource management, including labor and employee relations, compensation, recruitment and selection, affirmative action and diversity, and employee services.
- Knowledge of organizational and management theories and practices; of the principles and practices of budget preparation and administration; and of the principles of supervision, training, and performance evaluation.
- Excellent interpersonal skills and ability to establish effective working relationships with a variety of people including District administrators and supervisors, union representatives, representatives of other agencies and community groups, employees, and the public.
- Ability to analyze problems, identify alternative solutions, project consequences of proposed actions, and exercise sound judgment.
- Skill in managing organizational budgets and forecasting resource needs; in consensus building and conflict resolution; in managing projects and providing leadership; and in directing professional, technical and administrative support staff.
- Ability to effectively represent the District in a variety of forums, including collective bargaining, administrative or legal proceedings, interagency and community meetings, and employee gatherings.
- Ability to communicate clearly and concisely, both verbally and in writing, to diverse audiences; to exercise discretion in confidential and sensitive employee relations matters; and to act with courtesy and tact during stressful or confrontational situations.

## Minimum Qualifications

### Education

Master's degree from an accredited college or university in human resource management, public administration, business management or closely related field, required.

### Experience

Five (5) years of professional administrative and supervisory experience in human resource management, including experience in labor relations, performance and development, equity and inclusion, compensation, and recruitment and selection,, required; **OR**

Any combination of experience and training that provides the required knowledge, skills, and abilities, required.

Facility in the Spanish language preferred, but not required.

## Work Environment

Work is often performed under pressure and time deadlines and in situations critical to the District's operation and public image. The Director must be able to perform the duties and responsibilities with minimum supervision. Regular office hours plus frequent evening and weekend work is required.

ADDITIONAL INFORMATION	
<b>Employee Unit</b>	N/A - Senior Level
<b>Pay Grade</b>	
<b>Developed by</b>	Dr. Celia Feres-Johnson <i>Director of Human Resources</i>
<b>Reviewed by</b>	Dr. Sheldon Berman - <i>Superintendent</i>
<b>Approved by</b>	Dr. Sheldon Berman - <i>Superintendent</i>
<b>Last Revised</b>	January 2014; April 2008

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For Advertising:

### DIRECTOR OF HUMAN RESOURCES

The Director of Human Resources is entrusted with locating, attracting, hiring, supporting, developing, and retaining a diverse staff of the highest possible skill and quality for every position in the district. The success of the Director in achieving these goals is fundamental to creating positive employer-employee relationships that in turn engender acceptance of shared accountability for ensuring the success of every student.