



Date: January 11, 2010 **BB 01/15/10**

To: Board of Education

From: J. Brian Sarvis, Superintendent

Subject: Proposal for Executive Director, Human Services and Draft Job Description

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#### Background

The retirement of Kris Robertson, Director of Personnel Services, leaves the need for leadership in Human Resources. The responsibilities for the position are currently being shared by the superintendent and the deputy superintendent with help from others – associate superintendent, coordinator for classified personnel, and personnel analyst – all of whom have full job responsibilities in other areas. The best hiring window for a new director is during the spring. Past comparisons with other comparable districts have shown that our director's position, often an assistant superintendent in other school districts is compensated at a lower level in our district. A number of other districts have executive directors for human resources (e.g. Anaheim Capistrano Unified, Chico Unified, New Haven Unified, and Orange Unified). Most districts like ours have assistant superintendents responsible for human resource.

#### Plan

I am recommending that we adopt a job description for an Executive Director for Human Resources (draft attached) with greater responsibilities for personnel services.

#### Fiscal Impact

The increase in district compensation for an executive director over a director is estimated to be an additional \$8,910 in salary plus benefits. By not replacing the position until the end of the year, the district will save some \$62,400 in salary plus benefits.

# SANTA BARBARA SCHOOL DISTRICTS

## Executive Director, Human Resources

**CLASSIFICATION:** Administration  
**SALARY LEVEL:** Management Salary Schedule  
**WORK YEAR:** 225 Days

### ASSIGNMENT

Under the supervision of the Deputy Superintendent, the Executive Director of Human Resources serves as the chief personnel official of the district and is responsible for recruitment, selection, and effective management of district personnel including employee/employer relations, payroll, effective evaluation procedures, training, employee record management, compliance with legal mandates and procedures, and effective district regulations and guidelines.

### EXAMPLES OF DUTIES

#### Major Duties and Responsibilities:

The position includes but is not limited to the following list of representative duties:

- Develop and direct implementation of programs for recruitment, selection and employment of all certificated and classified employees
- Plan, coordinate and implement effective and timely procedures to staff district programs
- Evaluate and monitor staffing ratios and allocations and work with the business office to ensure the district is not over-staffed.
- Oversee the districts' payroll function, and work closely with the business office to ensure that district employees are paid accurately and on time.
- Advise, direct, and work collaboratively with other administrators regarding hiring, dismissal, and layoff of employees in accordance with state regulations, district policies, and collective bargaining unit agreements.
- Direct the planning, development, and implementation of personnel orientation, staff development, and in-service training programs in conjunction with other departments and school sites
- Participate in the planning, organization, and development of the district vision and operational goals and objectives
- Monitor adherence to collective bargaining agreements by providing direction to administrators and managers in interpreting negotiated employer/employee agreements
- Provide training to principals and district administrators on the interpretations and adherence to contract language
- Review, analyze, and audit employee performance evaluation, counsel employee motivation and in the improvement of employee performance
- Serve as chief negotiator for the District in contract negotiations with bargaining teams representing labor unions
- Collaborate with the Education Division to design and implement professional development for site administrators and classified managers focused on leadership enhancement and effective employee appraisals
- Assume responsibility for ensuring equal opportunity for employment, attracting people of diverse backgrounds, and using all legally available means to identify and remove obstacles for member of under-represented groups
- Oversee the District's response to employee discipline and grievances, and manage all levels of the grievance process

- Conduct fair, thorough, and legally sound investigations assuring compliance with employee agreements, state and federal labor laws, education code, and board and district policies and regulations
- Administer salary schedules and salary provisions in accordance with District policy and regulations
- Oversee employee and retiree health and welfare benefit programs
- Confer with, advise, and counsel subordinates pertaining to unusual and unforeseen problems, issues, and concerns, and provides leadership and expertise in the determination of alternative problem solutions
- Maintain and monitor position control program for district authorized positions
- Maintain a constant and positive relationship with colleges and universities training candidates as teachers and other support personnel
- Ensure District compliance with federal and state laws and board policies related to personnel management and employer/employee relations
- Assume responsibility for the development, administration, and revision of all written policies and procedures affecting the employment status of district personnel
- Recommend Board Policy and Administrative Regulations additions and changes and ensure that these changes are communicated to site administrators
- Manage departmental budget and categorical budgets for programs such as BTSA and PAR.
- Plan, organize and direct research and development activities in the design and implementation of new and innovative human resource programs and projects
- Manage, direct, supervise and evaluate the performance of the personnel and payroll management operational technical, and clerical personnel to ensure compliance with policies, regulation and operational objectives
- Attend all regular meetings of the Board of Education representing the Human Resource Department.
- Serves as a member of the Superintendent's Cabinet
- Perform related duties as assigned

## **QUALIFICATION REQUIREMENTS**

To perform the job successfully, an individual must be able to carry out each essential duty satisfactorily. The requirements listed on the job description are representative of the knowledge, skills and abilities required.

### **Required Qualifications**

#### *Knowledge of:*

- Principles, techniques, strategies, goals, and objectives of public education, and human resource and personnel management practices and trends;
- Principles, practices, methods, and trends of organization and management of human resource and both certificated and classified service personnel management operational programs and projects; Federal, State and County laws, codes and regulations concerning human resources and personnel management programs;
- Evaluation strategies and techniques for determining program and project service, and staff operational effectiveness;
- Principles, practices, methods and techniques of budget preparation and fiscal administration; Techniques in human resource and personnel management research and development functions and activities;
- Personnel management principles and practices, including staff development and training, supervision and performance appraisal;
- Human relations and conflict resolution strategies and team building principles and techniques.
- Safe working methods and procedures.

*Ability to:*

- Effectively plan, organize and direct diverse human resource and personnel management programs and services;
- Analyze, assess, and interpret statistical and programmatic data and apply gained insight into program and project administration and supervision;
- Develop, monitor and manage budget development, and prepare fiscally related management reports;
- Analyze complex personnel management operational problems and issues, and develop appropriate problems solutions, and make effective decisions;
- Effectively negotiate program and project objectives and evaluation criteria, and monitor and audit program and project outcomes in accordance with prescribed procedures, standards and guidelines;
- Communicate effectively in oral and written form;
- Establish and maintain effective working relationships;
- Effectively and efficiently recruit, select, train and evaluate subordinate personnel

**Education:**

Successful candidates will have a valid California administrative services credential and an equivalent to a Master of Arts or higher degree in education, personnel administration, or closely related field from an institution of higher learning accredited by one of the accreditation associations.

**Experience:**

A minimum of five or more years of successful comprehensive, directly related and progressive experience as a director of human resources or related personnel management is desirable.

**Physical Abilities:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Physical agility to sit, stand, kneel, walk, push/pull, twist, turn, bend, stoop and to reach above the shoulders, and horizontally to retrieve files for extended periods of time.
- Possess manual dexterity.
- Visual ability to read a computer screen and printed matter with or without vision aids.
- Hearing sufficient to communicate in person and hold telephone conversations at normal levels.
- Speaking ability in an understandable voice with sufficient volume.
- Mental acuity to interpret and evaluate data, define issues, draw conclusions, and make valid judgments and decisions.
- Drive a vehicle to conduct work.
- Physical mobility sufficient to move about the office and school environments for sustained periods of time.

Salary Schedule Range D: \$120,624 - \$133,398

Board Approved: