



Job Title: Director of Organizational Learning and Equity

Department: Talent Management

Reports To: Director of Organizational Learning and Equity

Grade: EG-10

Number of Days: 12 Months

Security Access: Education Service Specialist

Overtime Status: Exempt

Last Revised Date: July 13, 2017

Mission and Vision: Tulsa Public Schools is the destination for extraordinary educators who work with our community and families to ignite the joy of learning and prepare every student for the greatest success in college, careers, and life. Our mission is to inspire and prepare every student to love learning, achieve ambitious goals, and make positive contributions to our world.

Core Values: Our core values guide how we work and interact with each other at every level of the organization. We embrace and embody these values every day.

- **Equity:** All children deserve the opportunity to develop their full academic and social potential. Our diversity is a community treasure, and we must foster an inclusive environment by examining biases and resolving unfair practices.
- **Character:** We are honest, trustworthy, and have high standards of behavior. We do the right thing even when it is hard. While we do not always agree, we treat one another with kindness and respect.
- **Excellence:** We work hard together and expect a lot of one another because high standards produce exemplary knowledge, skills, abilities, and mindsets.
- **Team:** We care for one another, support the personal and professional development of one another, and work together to improve our community.
- **Joy:** Joy at school and at work makes us more productive because when we create, innovate, and imagine, our motivation grows. We want to ensure that everyone knows the excitement that comes from working deeply on a problem, task, or concept and experiencing breakthrough moments.

Position Summary: The Director of Organizational Learning and Equity will lead all efforts related to the Culture of the District, including the following: the promotion of the District's Values and Habits across schools sites and District's offices; the organizational change management function critical for achieving TPS' strategic plan goals with a specific focus on diversity, equity and inclusion; the development of a culture of feedback and continuous improvement; the creation of development plans for all the employees in the District that will lead to better engagement and employee satisfaction, while increasing retention of the best

talent. The Director of Organizational Learning shall also assist with the provision of expert facilitation and coaching to supervisors and managers regarding change management, performance management and performance evaluation systems for the District's Office employees and the development of equity teams across the organization. Additionally, the Director of Organizational Learning shall focus on promoting the assimilation of organizational effectiveness and change management competencies district-wide through education, partnership and consultation.

Minimum Qualifications:

Education:

- Master's Degree in education, school administration or a related field
- Current, valid Oklahoma administrative certificate

Experience:

- Expert leader with at least 5-10 years of teaching, coaching and leadership roles in public education
- Proven experience in the transformative change process and strategic planning
- Experience in the design and conduct of organizational development interventions (team building, workshops, etc.)

Other:

- Advanced ability to set and meet goals and priorities, and work with colleagues to implement and drive results-oriented systems
- Highly effective organizational and consensus building skills
- Alignment with vision, values and goals of TPS
- Exceptional communication ability, both written and oral (with individuals and groups)

Responsibilities and Essential Functions: The following duties are representative of performance expectations. A reasonable accommodation may be made to enable a qualified individual with a disability to perform essential functions.

- Serve as an exemplary model of the district core values of Equity, Character, Excellence, Team, and Joy
- Lead the implementation of systems and methods to enhance a culture of feedback and continuous improvement via Development Conversations and other mechanisms available
- Lead definition and modeling related to the Culture of the District
- Lead the interpretation and improvement plans derived from the results of our Teacher Retention Survey and Engagement Surveys
- Actively engage adult learners using instructional design and adult learning principles
- Coach teachers, leaders and staff through the transformative change process
- Build consensus from divergent perspectives
- Analyze and utilize data for systemic change
- Initiate, support and facilitate endeavors to enhance organizational effectiveness through interventions based on structure, programs, processes, and systems aimed at improving student outcomes
- Facilitate/lead change and transition efforts throughout the district to ensure identified goals are fully achieved

- Lead Performance Evaluation and 360 feedback strategic plans
- In collaboration with the executive team, champion the development of a diversity, equity and inclusion framework that guides practices, policies, behavior and culture in TPS
- Lead the implementation of development plans for District's employees and continue to support district leaders in their learning and understanding of the diversity, equity and inclusion framework
- Serve as an organizational change thought partner, subject matter expert and trusted advisor across the TPS community to ensure alignment of Destination Excellence priorities with the diversity, equity and inclusion framework
- Facilitate, support and consult on endeavors to engender district values in all staff and create a unique organizational culture that provides a sustainable competitive advantage to TPS
- Provide individualized coaching, as required, to help create high performance teams at the leadership level
- Develop and maintain a menu of organizational development interventions to support team effectiveness as a critical component of district effectiveness
- Create learning experiences which make the acquisition of knowledge and skill more efficient, effective, and appealing
- Design high-impact, aligned, and empowering learning experiences through collaboration across multiple departments
- Analyze available data sources to determine necessary professional learning
- Develop skills of all constituents who provide professional learning
- Embed adult learning principles in all professional learning experiences
- Engage in rigorous observation of adult practices, and collaborate with professional learning providers to analyze the extent to which learning translates into practice
- Perform other incidental tasks consistent with the goals and objectives of this position
- Display ability to work collaboratively with others on a team
- Perform other tasks, duties, or services consistent with this position as assigned

Skills and Abilities Required: The following characteristics and physical skills are important for the successful performance of assigned duties.

Instructional Knowledge and Expertise:

- Deep understanding of the transformative change process, change management principles, and modern research-based techniques for implementing change in an organization
- Strong knowledge of human behavior and adult learning principles
- Business management, operations and strategy knowledge
- Advanced understanding of diversity, equity and inclusion as a catalyst for long lasting social change
- Ability to evaluate district needs and subsequently create, implement and lead relevant training programs to address the identified needs
- Understanding of distributive leadership, critical friends and other methodologies
- Ability to work well during times of transition and help others adjust to change

Strategic Management:

- Translates strategy into actionable plans and timelines, and drives effective allocation of resources
- Draws insight from multiple sources to shape vision and strategy
- Applies multiple techniques to develop solutions for organization or department
- Ensures environment that encourages innovation and creativity
- Takes calculated risks to find right solutions
- Evaluates solutions with a focus on scale and sustainability
- Makes timely departmental decisions, considers implications, and ensures execution
- Recommends course of action for organizational decisions informed by research, data, and constituent perspectives
- Owns and stands by department decisions
- Articulates case for change and translates into actionable plans
- Champions case for change with department and stakeholders
- Manages internal political dynamics around change efforts
- Seeks stakeholder input, elevates issues and makes recommendations to address
- Delegates projects, roles, and tasks and builds shared ownership
- Develops plan to achieve priorities and ensures that deliverables are on time and on budget
- Develops project management processes and coaches staff on using them
- Sets quality standards for project management and monitors progress
- Intervenes as needed with department and teams to ensure projects achieve desired results
- Navigates within larger K-12 system, setting strategy and making decisions with this context in mind
- Identifies local, regional, and national education trends and positions organization for success
- Incorporates relevant insights from research, policy and practice into department's strategy and programs
- Understands and anticipates cross-organizational implications of departmental decisions
- Implements processes that strengthen department's operations
- Makes financial decisions and allocates resources to meet department-level goals

Effective Teaming:

- Develops and maintains relationships with key constituents
- Seeks partnership and counsel from leaders inside and outside the organization
- Fosters and facilitates collaboration within and across departments
- Works with and through others to achieve departmental goals
- Delivers compelling messages across mediums to range of internal and external audiences
- Adapts communications as needed to influence others to achieve results
- Develops departmental talent, providing stretch opportunities to develop future leaders
- Provides effective feedback so individuals and teams can improve
- Mentors peers and direct reports to achieve full potential
- Serves as advisor and coach for function-specific competencies

- Translates high expectations into actionable development goals for departments and teams
- Promotes the value of diversity and inclusion across the organization and department
- Ensures perspectives from within organization and from constituent groups are reflected in decision making and planning
- Embeds diversity and inclusion policies and priorities within every department and team, ensuring there is shared ownership across the organization
- Engages the community, including parents and students, as key partners in the organization's work
- Mediates complex conflicts and coaches others to mediate
- Identifies sources of conflict for department and prevents escalation
- Provides cover within department, encouraging teams and individuals to raise issues in service of student impact and organizational effectiveness

Self – Management

- Facilitates departmental culture that reflects on results, identifies challenges and shares mistakes made
- Creates and implements systems to facilitate regular reflection and continuous improvement
- Continuously seeks to learn from leaders, departments, and teams throughout organization to improve
- Models self-awareness and use of feedback to improve self and department
- Seeks and considers input from department and external stakeholders in making decisions and recommendations
- Creates trusting departmental culture that empowers and supports team leaders to own decisions, experiment and take risks
- Sets high expectations for department and teams and models willingness to put oneself on the line to achieve breakthrough results
- Fosters a culture of accountability and ownership
- Empowers team members to take risks and address challenges head on
- Leads department in adapting to change, flexing approach while remaining focused on outcomes
- Explains changing dynamics for team and develops shared understanding

Supervisory Responsibility:

- Talent Project Specialist

Working Conditions: Exposure to the following situations may range from rare to frequent based on circumstances and factors that may not be predictable.

- Subject to stress caused by changing environment, complexity of the organization, tight deadlines and heavy workload
- Regular office environment, including frequent use of electronic email, being able to sit for long periods of time without a break, etc.
- Must be mobile in order to attend events, meetings, and visit school sites occasionally
- Regular office environment, including frequent use of electronic email, being able to sit for long periods of time without a break, etc.

- Must be mobile in order to attend events and meetings outside of regular work hours
- Normal effort of occasional periods of light physical activity

Tulsa Public Schools is committed to building a diverse and inclusive team of individuals who contribute to the district's mission with their talents, skills, and energy. Tulsa Public Schools is an equal opportunity employer and does not discriminate on the basis of race, religion, color, national origin, sex, sexual orientation, gender expression, gender identity, pregnancy, disability, genetic information, veteran status, marital status, age, or any other classification protected by applicable law.

Tulsa Public Schools also provides reasonable accommodations to qualified applicants and employees with disabilities. If you need an accommodation during the application process, please contact the district's talent management department at 918-746-6310 or the district's human rights and Title IX coordinator at 918-746-6517. You can also direct your request for accommodation in writing to the Tulsa Public Schools Education Service Center, Attn: Talent Management, 3027 S. New Haven Ave., Tulsa, OK 74114-6131.