



CITY OF
OAKLAND

DIRECTOR

DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

THE CITY OF OAKLAND SEEKS A PEOPLE-CENTRIC, SERVICE-ORIENTED HANDS-ON LEADER AND STRATEGIC PARTNER TO SERVE AS ITS NEXT DIRECTOR OF THE OFFICE OF HUMAN RESOURCES MANAGEMENT (HRM).

THE OPPORTUNITY

The rapidly changing landscape and varying needs of the modern public sector workplace requires leadership that can respond to its employees to recruit and retain the best talent. The myriad ways in which we engage in the workplace continues to evolve, creating the need for balance: the growth of digital technologies v. traditional in-person interactions for engagement and communication, combined with a steady flow of new technologies designed to support the complexities of workflows, increase our capacity to effectively meet the needs of our public, our workforce and internal client partners, and rapidly changing demographics as baby boomers transition into retirement.

THE IDEAL CANDIDATE

The City of Oakland has long held a national reputation for being at the vanguard of reimagining how government can better serve its diverse communities in an equitable way, while meeting the immediate and long-term needs of a committed and passionate workforce. The Director of the Department of Human Resources Management (HRM) must be a dynamic, visionary, entrepreneurial, strategic, transformational, and compassionate leader who will empower, inspire, support, and collaborate with the City's complex workforce.

The ideal candidate is a seasoned human resources generalist with expertise in employee/labor relations, performance management, recruitment and selection, talent management, classification/compensation, and organizational development. The ideal candidate possesses a demonstrable and successful track record for collaboratively achieving organizational change, improving service delivery, and enhancing workforce engagement, development, and morale.

The ideal candidate will be an innovator with excellent listening skills, who is willing to partner with the Mayor's Office, City Council, City departmental leadership, labor groups, and the City's diverse and talented workforce, in taking bold steps to achieve strategic objectives, increase service delivery to Oakland residents, and enhance workplace satisfaction.

The successful candidate must be systems-oriented, results-driven, and tech-savvy, with a track record for institutionalizing metrics that establish baselines for project management and meeting performance goals. This individual will use metrics as an aspirational "North Star" for the City's skilled workforce, and a tool to improve internal and external communications across City departments.



The ideal candidate will possess a sterling reputation for championing race and equity in the workplace, fairness and outstanding interpersonal skills. This individual will be tenacious and embody the ethic of exceptional customer service. It is vital that the Director “walk the walk” in leading HRM in a way that models the City’s need for the entire organization to be motivated, trained, empowered and high performing. This individual will be the moral compass of HRM and must be completely invested in the “human” aspect of human resources. The ideal candidate must see themselves as part of the solution around critical issues affecting City employees, such as training and education, and community safety.

The ideal candidate will also possess the following qualities:

- Political acumen and business savvy, with the ability to navigate through tough political environments;
- An understanding of 21st century human capital management and administration, labor laws, and best and next practices;
- A mature ability to withstand pressure from competing stakeholders, and unquestioned integrity, ethics, and values;
- A high degree of emotional intelligence, and the ability to employ different leadership approaches and work styles with staff to accomplish goals;
- A demonstrated commitment to goals and values of achieving equity, diversity and inclusion in all policies, with a track record of holding people accountable;
- The ability to build, mentor and develop a team of committed and highly skilled employees and commitment to city-wide staff development;
- A team player who is firm and fair, while being flexible and collaborative;
- The “wise counsel” who works to calm situations, de-escalates issues and effectively mediates conflict; and
- An exceptional communicator with strong interpersonal skills who listens to and achieves understanding in communications with others in a clear, constructive manner.



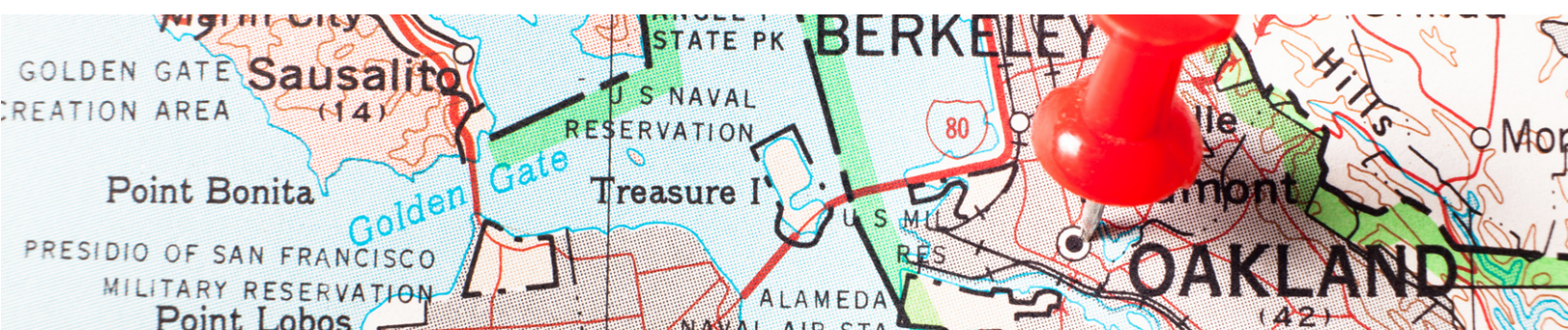
THE CITY OF OAKLAND

Oakland, California is a major West Coast port located in the East Bay region of the San Francisco Bay Area. With a population of 440,981 in 2023, it is the largest city in the East Bay, the eighth largest city in California, and the 45th largest city in the U.S. Oakland's breathtaking bay views, parklands, open spaces, great weather, and proximity to the Pacific Ocean make it one of the most beautiful urban areas in the nation.

Oakland serves as the Bay Area's trade center and economic engine. The Port of Oakland is the busiest in Northern California, and the fifth busiest in the U.S. Oakland International Airport serves 12 domestic and international airlines. Oakland's vibrant economy is home to headquarters of several major corporations, including The Clorox Company, Kaiser Permanente, The Permanente Medical Group, Blue Shield of California, Well Being Trust, Pandora, Sungevity, Cost Plus World Market, Dreyer's Grand Ice Cream, and Revolution Foods.

High-quality educational opportunities abound as six major universities are within a 40-mile radius. *Forbes* magazine previously selected Oakland as one of the country's ten best cities for business and careers, based on the city's diversified economy with a vast technology base. In the last 10 years, Oakland has also been ranked in the top 10 for use of renewable energy, percentage of women-owned businesses, healthiest city in America, best places to retire, most fun city, best climate, and best drinking water.

The City of Oakland comprises 131 distinct neighborhoods, including historic areas like Chinatown and Sheffield Village, 17 commercial districts, 11 Business Improvement Districts, an increasingly vibrant downtown, a strong economic base, world-class arts and entertainment venues, superior cultural and recreational amenities, and a rich multicultural heritage. It serves as the administrative seat of Alameda County and the center of commerce and international trade for Northern California. Oakland is one of the most diverse and ethnically integrated urban cities in the nation, with major representation from Hispanic and Latino, Asian, African American, and Caucasian residents speaking over 125 languages and dialects as well as one of the country's third-largest LGBTQ (+) community.



The City's landscape is a picturesque mix of lovely hillside neighborhoods; urban chic; stunning and eclectic architecture; a bustling waterfront; two shimmering lakes; 19 miles of shoreline along the San Francisco Bay; unparalleled Bay views; and more parks and open space per capita than any other city in the Bay Area. Jack London Square, the Waterfront area, and Lake Merritt provide tourists and residents with several scenic touring options. The extensive parks and recreation system offers numerous activities to support the active lifestyle of residents. Sports enthusiasts enjoy year-round professional sporting events throughout the Bay area including the Oakland A's, Golden State Warriors, and the San Jose Sharks. Oakland's geographic location is close to San Francisco, Napa and Sonoma Wine Country, Silicon Valley, and miles of beautiful coastal and mountain regions. Nestled between the San Francisco Bay and the coastal hills, Oakland enjoys temperate and balmy weather year-round with temperatures in the mild 50's and 60's during the winter and spring, and 70's throughout summer and fall.

CITY OF OAKLAND GOVERNANCE

Oakland has a Mayor/Council form of government that includes eight Council members. Voters elect seven Council members by district, and the eighth at-large. The Mayor, City Attorney, and City Auditor with Council members serve four-year terms. Elections are held every two years and offices are elected on a staggered basis.

The Mayor appoints the City Administrator who has direct oversight of all city operations and is supported by 2 Assistant City Administrators and 2 Deputy Administrators. The City Administrator has direct responsibility for administrative and fiscal operations including the hiring of Department Directors and implementation of the Mayor and City Council goals and policy directives.

Oakland is a full-service city including both police and fire departments, a workforce of approximately 4,400 FTE and a biennial budget for FY 2023/2025 of \$4.2 Billion. The Director of Human Resources Management is one of 12 executive leaders who reports directly to the City Administrator.



DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

The Department of Human Resources Management (HRM) is responsible for recruiting, developing, training, maintaining and retaining the outstanding and diverse workforce that serves the City of Oakland and its residents. HRM is responsible for the administration of the competitive civil service process, labor agreements, risk management systems, and employee health benefits. The Department values equity, professional growth, and building a strong, committed workforce. As an internal service department, they take pride in their customer service, problem solving, and employee recognition capacity. HRM strives to be a model for human resource services in the public sector by demonstrating exceptional professionalism and integrity.

HRM supports the City's workforce by providing the following services administered through its four divisions under the direction of divisional managers:

- Employee Relations – This division represents the City and provides support to City staff on matters concerning employees represented by labor unions; negotiates on behalf of the City to set wages, hours, and other conditions of employment; assists City management staff in the interpretation of labor contracts; and investigates and resolves grievances.
- Organizational Development and Training – This division is responsible for all aspects of city-wide training and organizational development, including monthly all-day New Employee Orientation and all mandated training, which includes Anti-Discrimination, Sexual Harassment Awareness and Diversity training. This division also manages leadership, supervisor, ethics, health and wellness, and race and equity training. Other training subjects include computer skills, presentation workshops and performance management. The goal of the Training Unit is to develop a workforce that adapts to new technology, business processes and policies, laws and regulations, ultimately contributing to employee development.



- Recruitment and Classification – This division is responsible for all aspects of recruiting and for retaining the most qualified candidates for employment. This division maintains a competitive classification compensation system and recruits local, statewide, and national candidates who reflect the City's diversity objectives. Provides staff support to the Civil Service Board. This division also houses the Equal Access Program which seeks to ensure resident access to City services in accordance with the Equal Access to Services Ordinance (Ordinance No.12324 C.M.S.).
- Risk Management – This division provides staff support to the Safety Disability Retirement Board. Administers the City Integrated Disability Program, which consolidates all mandated disability-related programs including protected leave administration (CFRA, FMLA, and PDL), Federal Employment and Housing Act (FEHA) compliance, and Workers' Compensation claims administration. The Risk Management division also administers all Employee Health and Safety Programs, including CalOSHA compliance, safety/loss control services, employee medical surveillance testing, employee medical examinations, and drug/alcohol testing. This division manages the Commercial Insurance and Self-Insurance portfolios and represents the City on insurance pool boards and committees. This division monitors vendor contracts for Compliance with Risk Management related requirements. This division also extends other Risk Management and/or employment liability services to client departments as needed.

THE DIRECTOR OF HUMAN RESOURCES MANAGEMENT

Reporting to the City Administrator through an Assistant City Administrator, the Director of Human Resources Management guides and facilitates the city-wide HR and workforce strategy and leads HRM's planning, organization, administration, and fiscal management. The Director is responsible for overseeing complex and comprehensive HR programs to produce high-functioning, outstanding, efficient, and cost-effective HR services to all City of Oakland departments and its employees. The Director advises and partners with the City Administrator and City Departmental directors to liaise with the Oakland Mayor and City Council on all matters affecting the effectiveness and well-being of the City of Oakland's workforce including personnel policy, staffing, and strategic initiatives. The Director is also responsible for leading, supervising, and evaluating the work of six divisional HR managers and a dedicated team of 58 supervisory professional, technical, and assigned clerical staff. The Director also serves as the Secretary to the City's Civil Service Board.



PRIORITY STRATEGIC INITIATIVES

The new Director will be expected to address the following Departmental and Citywide priorities:

- Identifying efficiencies and processes that will significantly reduce the position vacancy rate;
- Continuation and completion of City-wide process-mapping of the recruitment process to identify efficiencies and remove bottlenecks that will reduce the time-to-hire, within guidelines established by Civil Service Rules and MOUs with bargaining units;
- Continue building a stronger relationship of trust and accountability with City labor unions;
- Identifying and bridging communications and transparency gaps between HR and City departments regarding HR policies and practices;
- Increasing collaboration between HR and City departments to manage expectations and collaborate on HR processes, including, but not limited to, development of a user-friendly, system for tracking recruitments;
- Continue to advance professional development, training and educational programs that will energize and provide greater opportunities for advancement for City employees;
- Identifying strategies to improve employee retention rates;
- Developing well-defined metrics to track HR progress on major initiatives; and
- Build upon HRM's grounding principle of providing exceptional customer service through establishing clearer guidelines, simplified workflows, easy-to-follow operating procedures and shorter response times.

QUALIFICATIONS & EXPERIENCE


The following are guidelines, as the appointing authority has broad discretion in filling positions in this classification.

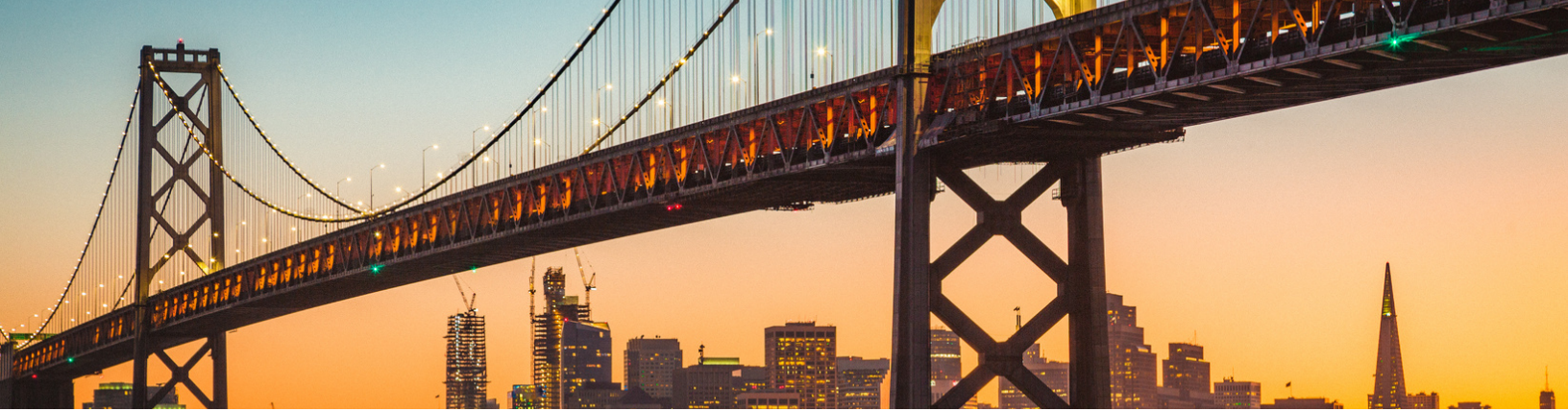
EXPERIENCE:

Candidates must possess at least five years of responsible experience in public personnel administration and management, including at least four years in a supervisory or management capacity.

EDUCATION:

Candidates must possess a bachelor's degree from an accredited college or university in public or business administration, social science or a closely related field.





COMPENSATION & BENEFITS

The current salary range for the position is \$169,050.24 - \$253,575.24. The City of Oakland offers an attractive benefits package that includes retirement, medical, dental, and vision insurance, paid vacation leave, sick leave, holidays and other generous benefits.

APPLICATION PROCESS

The City of Oakland has retained The Byers Group to conduct this national recruitment. The Byers Group will review all written materials submitted and will screen and evaluate all candidates. Only those deemed qualified will advance to the next level of the recruitment process. The most highly qualified candidates will be invited to participate in an on-site interview. All questions must be addressed to The Byers Group.

HOW TO APPLY

The position is open until filled. First consideration will be given to applications received by **Monday, November 6, 2023**. To apply for this outstanding opportunity, please electronically submit your resume and a cover letter of interest to The Byers Group: OAK.HRD@byersgroupca.com. The letter of interest should outline why you are interested in joining the City of Oakland and your relevant accomplishments. The City of Oakland is an equal employment opportunity employer and encourages all qualified individuals to apply for this exceptional career opportunity.



THE BYERS GROUP
EXECUTIVE SEARCH AND C-SUITE CONSULTING

CONFIDENTIAL INQUIRIES ARE ENCOURAGED AND CAN BE DIRECTED TO:

Ms. Brett Byers
brett@byersgroupca.com
323-403-8279

Ms. Stella Marks
stella@byersgroupca.com
909-615-5896