



LOUISIANA DEPARTMENT OF EDUCATION

Job Description: ***Executive Director of Organizational Development***

Office of Operations

Organization

The Louisiana Department of Education (LDOE) has set an ambitious course forward through [Believe to Achieve: Educational Priorities](#). These priorities serve as the Department's roadmap to improving outcomes for all Louisiana children and include the Department's belief statements, state data to help track progress toward Louisiana's six critical goals, and the priorities that direct the LDOE's efforts as we work toward achieving the critical goals.

Educational Priorities

- Ensure every student is on track to a professional career, college degree, or service
- Remove barriers and create equitable, inclusive learning experiences for all children
- Provide the highest quality teaching and learning environment
- Develop and retain a diverse, highly effective educator workforce
- Cultivate high-impact systems, structures, and partnerships

Louisiana Believes

- Children are our highest priority
- Families are our partners
- Educators are valued professionals
- Graduates must be ready
- Equity matters
- Choice expands opportunities
- Schools are invaluable to communities
- Our future is bright

Critical Goals

- Students enter kindergarten ready
- Students will achieve Mastery level on third-grade assessments and enter fourth grade prepared for grade-level content
- Students will achieve Mastery level on eighth-grade assessments and enter ninth grade prepared for grade-level content
- Students will graduate on time
- Graduates will graduate with a college and/or career credential
- Graduates will be eligible for a TOPS award

Louisiana Believes



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Role

The Executive Director of Organizational Development (EDOD) will report directly to the Chief of Staff and Operations. The Division of Human Resources sits within the Office of Operations, and drives and monitors agency-wide human capital resource management. The EDOD leads the Division of Human Resources and is responsible for the Agency's internal and external talent acquisition strategy. This is an executive-level role aiming to create high-performance teams by diversifying, recruiting, retaining, developing, and organizing the Agency's workforce.

The EDOD is responsible for managing, supporting, and assessing the Agency's organizational needs. The executive in this role will design, plan, and execute talent acquisition strategies to sustain a healthy and productive workplace by attracting, recruiting, evaluating performance, and developing learning opportunities for all employees.

The EDOD will support regular performance evaluations and be in charge of the Department's employees' succession planning by partnering with different offices to create an equal and collaborative environment. Ultimately, the EDOD manages all talent aspects of the LDOE and builds a workplace in alignment with the Agency's six critical goals.

The Division of Human Resources is responsible for all aspects of the human resources functions of the Department and ensures all work is performed in accordance with the Department's policies and procedures, Civil Service Rules, and other applicable laws.

Duties and responsibilities include, but are not limited to the following:

45% Talent Strategy & Leadership

Work with the Chief of Staff and executive management team to set a strategic vision and priorities for all talent work, ensuring the organization adequately meets current human capital needs while maintaining an eye on what it will need in the coming 3-5 years, including an explicit equity lens and what it will take to get there. Responsibilities and duties include:

- Serve as a trusted and exceptionally qualified advisor to the Chief of Staff and other executive team members with all matters related to human capital management, providing consultation, counsel, and data-driven human capital decision-making
- Participate at the executive level in decisions about strategic priorities and planning, ensuring talent management is fully integrated
- Facilitate thought-leadership through building understanding and ownership for the Agency's goals and priorities, and the talent required to achieve those goals.



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- Prioritize and determine the appropriate course of action, referral, or response, exercising judgment to reflect the Agency's priorities and organizational policy
- Ensure equity and inclusion are woven into all talent-related activities
- Develop and support all managers to become high-skilled "talent champions"
- Execute agency-wide organizational human capital strategy, development, and management
- Support leadership to plan for succession of key leadership roles
- Evaluate and assist in developing office policies and procedures for improved workflow and anticipate future needs as the organization grows
- Promote human capital best practices through policy, tools, and resources across the agency
- Implement continuous improvement and change management practices, identifying opportunities for systemic human capital improvement across the agency, and supporting teams to define, measure, analyze, improve, and control those processes
- Answer questions regarding the Agency and activities, as well as Department policies, procedures, and services
- Ensure organizational development activities are fully understood through critical communication and professional learning experiences for executive management team members and other staff who function in a supervisory capacity
- Oversee the delivery of high-quality and timely management information on all aspects of organizational development
- Design and manage an in-house professional development program that provides agency training based on agency priorities with LEAs
- Work with other agencies (state/national) to explore human resource models that build and enhance skill sets in managers/team members
- Leverage continuous improvement processes to assess, repurpose, and reframe human capital practices throughout the agency

40%: Talent Acquisition and Development

Work with the Chief of Staff and executive senior management team to shape and coordinate the Agency's efforts to develop into a more diverse and agile organization with the human capital to adequately meet the needs of our internal and external stakeholders. Provide systems-level thinking, able to see connections across offices and divisions, understanding the big picture while staying well-informed of the talent needs of the Agency. Responsibilities and duties include:

- Promote the organization as a great place to work, building the Department's "employer brand" with potential hires
- Ensure efficient recruitment and hiring processes and effective strategies to attract, onboard, and retain a talented and deep pool of candidates



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- Increase the success rate of new hires and decrease the time and energy it takes from other team members to find them by:
 - Continuously building and managing a diverse pool of outstanding candidates for current and future potential positions
 - Developing systems to more deeply assess likely performance for prospective new hires
 - Ensuring “must-haves” and “nice-to-haves” are spot on and effectively assessed in hiring processes
- Provide guidance to hiring managers to ensure they are using best practices and are compliant with all relevant state and federal employment laws
- Develop orientation and new staff training practices that get every new staff member what they need from the beginning and increase the likelihood of a good start
- Ensure annual development plans are in place and implemented for all employees, focused on both immediate and longer-term organizational needs (both training on technical skill and stretch assignments for growth and assessment)
- Ensure assessment mechanisms are in place to support all employees in their development and identify team members with the greatest future potential
- Ensure talent development efforts are implemented equitably with an intentional goal of diversifying LDEs and LEAs workforce at all organizational levels
- Oversee updates to and implementation of the employee evaluation system that supports staff engagement and improves retention
- Oversee data-informed initiatives that improve staff engagement and retention
- Focus engagement and retention efforts on highest-performing, highest-potential team members, including:
 - Quality of direct supervision
 - Proactive leadership pipeline development at the intersection of career aspirations and potential future role opportunities across the organization
 - Issues of compensation
- Oversight of Performance Management Systems
 - Own special projects, as needed, to identify and source the right technologies to support our talent initiatives
 - Ensure evaluations are conducted on time, and promotion and compensation decisions are timely and communicated well

15% Discipline, Separations, and Reorganizations

Assesses the importance of issues or conflicts, and briefs the Superintendent, Chief of Staff, and other executive management team members. Ensures matters requiring the attention of the Superintendent,



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Chief of Staff, and other executive management team members are thoroughly developed, researched, and evaluated.

- Work closely with the legal division to advise and guide office administrators, managers, and other supervisors in addressing employee conduct through disciplinary and non-disciplinary action
- Ensures both disciplinary and non-disciplinary action is consistent throughout the Department and commensurate with the individual employee's conduct and history in conjunction with the legal division
- Work together with the legal division to ensure all disciplinary actions and terminations comply with Civil Service Rules and other applicable laws
- Counsel employees, supervisors, and managers and attempt to negotiate a resolution of problems prior to the initiation of a formal grievance or disciplinary process and ensures allegations of misconduct, harassment, etc., are appropriately documented and formal investigations are conducted when needed
- Develop and administer layoff, reduction in force, and reorganization plans, ensuring compliance with Civil Service Rules, state statutes, and BESE policy, as applicable
- Work closely with finance staff, executive staff, and other managers and supervisors throughout the process to ensure actions taken are in the Department's best interest and within the Department's resources and enable the Department and each office to fulfill the vision, mission, and goals
- Serve as liaison between Department leaders and the Department of State Civil Service throughout the planning and implementation of layoffs and reorganizations and explains layoff actions, including the rights and responsibilities of both the Department and employees to office heads, other managers, supervisors, and impacted employees
- Monitor and advise managers and supervisors in the progressive discipline system to ensure fairness to employees while upholding a high standard of performance within the agency
- Provide technical assistance and guidance to agency managers regarding employment terminations. Use alternative dispute resolution strategies to resolve employee and management conflicts; ensures compliance with all state and federal laws
- Perform other duties as directed by the Superintendent or Chief of Staff

Desired Qualifications

A successful candidate for this role is an experienced administrator who is willing to work with other agencies (state/national) to explore human resource models that build and enhance skill sets in managers/team members. This candidate should be innovative, open to change, honest, and fair. They



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will have experience in partnering with offices to ensure all staff is on a career path that utilizes talents in support of the growth and development of the agency. This candidate will have experience with centralizing resources and tools used by office managers on a regular basis and will have prior experience developing HR capacity in order to provide a process that ensures equity and fairness.

Location

This position is located in Baton Rouge, Louisiana, and candidates are expected to reside within Louisiana and regularly report to the Claiborne Building.

Terms of Employment

The Executive Director of Organizational Development is an unclassified position that reports directly to the Chief of Staff and Operations and serves at the pleasure of the Assistant Superintendent. Salary will be commensurate with qualifications and experience.

To Apply

Applications (including a resume and cover letter) should be directed to LDOEcommunications@la.gov by **5 p.m. on Friday, May 7, 2021**. For inquiries about the position, email LDOEcommunications@la.gov. Please note that emails sent to LDOEcommunications@la.gov are submitted to a state email address and, therefore, considered public records.