

San Diego Unified Port District

Class Code: B884-UE20

**CLASS SPECIFICATION****Business Partner, ~~Organization & People~~ & Organizational Development**

FLSA Status: Exempt  
EEOC Job Category: Professionals  
Classified: No  
Union Representation: Unrepresented

**GENERAL PURPOSE**

Under general supervision, performs a variety of professional, technical and analytical activities in support of the San Diego Unified Port District (District)'s ~~Organization & People~~ & Organizational Development programs including recruiting/selection strategies, onboarding, performance management, and succession programs, personnel development including comprehensive training and development programs; and performs related duties as assigned.

**DISTINGUISHING CHARACTERISTICS**

A Business Partner, ~~Organization & People~~ & Organizational Development performs the more complex, advanced journey professional work in multiple functional areas. Incumbents provide professional advice and counsel to District managers and supervisors on complex and sensitive matters. The incumbent is expected to exercise considerable discretion in carrying out responsibilities independently with sound professional judgment and problem solving skills.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

The following statements are intended to describe the general nature and level of work performed by people assigned to this classification. They are not intended to be an exhaustive list of all responsibilities, duties and skills required of personnel so classified.

1. Designs and implements employee recruitment and selection programs.
2. Maintains an effective level of business literacy regarding assigned groups.
3. Leads the education, communication and support of People initiatives by partnering with business leaders to drive performance management, change management, employee development.
4. Partner with leaders to develop their staff talent including employee assessment programs and development plans.
5. Conducts exit interviews. Analyzes trends regarding turnover and develops and makes recommendations regarding addressing trends.
6. Prepares contract agreements with vendors for consulting services. Develops scope of work for contract agreements and negotiates contract terms and costs with vendors; maintains

project timelines and ensures contracted tasks are completed, deliverables are received and payments have been made

### **OTHER DUTIES**

1. Performs a variety of special research and analysis projects.
2. May plan, organize, supervise and evaluate the work of assigned personnel.
3. Maintains confidential files and records.

### **QUALIFICATIONS**

#### **Knowledge of:**

1. Theory, principles, practices and techniques of learning and instruction, particularly as related to adult development in a work setting.
2. Methods and techniques for conducting needs assessments and designing training programs and delivery systems.
3. Principles, practices, techniques and tools applicable to organizational improvement analysis and improvement interventions.
4. Principles and practices of group facilitation.
5. Principles and practices of human resource management.
6. Contemporary organization and management principles and practices.
7. Research methods and data analysis techniques.
8. Principles and practices of business communication.
9. District Personnel Rules and Regulations, policies and labor contract provisions.
10. Business mathematics.

#### **Ability to:**

1. Analyze complex training and organizational development problems, evaluate alternatives and make sound, appropriate recommendations.
2. Exercise sound independent judgment and initiative within established guidelines.
3. Assess training, development and organizational improvement needs and design cost effective programs and approaches to meet needs.
4. Facilitate and conduct effective instructor led training.
5. Use technology to develop presentation and instructional materials and aids.

6. Facilitate large and small group processes for improvement processes and interventions.
7. Perform individual coaching and mentoring.
8. Present proposals and recommendations clearly, logically and persuasively.
9. Prepare clear, concise and accurate training and development reports, correspondence, analytical studies and other written materials.
10. Exercise tact and diplomacy in dealing with sensitive, complex and confidential personnel issues and employee situations.
11. Establish and maintain highly effective working relationships with managers, supervisors, employees, vendors and others encountered in the course of the work.
12. Represent the department and the District effectively in meetings with managers, supervisors, employees, union representatives and others on a variety of issues.
13. Prepare clear, concise and accurate reports, correspondence, analytical studies and other written materials
14. Organize, set priorities and exercise sound independent judgment within areas of assigned responsibility.
15. Communicate effectively orally and in writing.

## **MINIMUM REQUIREMENTS**

### **Education, Training and Experience:**

Graduation from a four-year college or university with major course work in public or business administration, human resources, psychology or a related field; and five (5) years of increasingly responsible management experience; and experience in the design and delivery of employer-based training and development and/or organizational development programs and services, including programs for managers and supervisors. Time served as a District Intern counts towards the years of experience.

### **Licenses; Certificates; Special Requirements:**

A current, valid California Class C driver's license at time of appointment and maintained at all times thereafter in order to operate a vehicle on District business.

California Department of Motor Vehicle (DMV) pull notice system: An incumbent in this position will be enrolled in the California DMV Pull Notice Program. The pull notice program provides information on the incumbent's driving record and driver license status on a periodic basis to the District. An employee assigned a District vehicle must acknowledge receipt and understanding of District Administrative Procedures covering the use of District vehicles.

This position may be subject to a pre-employment background check. The District will conduct a California Department of Justice/FBI fingerprint and criminal history check; felony convictions may be disqualifying. Misdemeanor convictions may be disqualifying depending on type, number, severity, and how recently they occurred. Criminal arrests and convictions during employment may result in termination or limitations in job duties if no reasonable accommodations can be made.

If assigned to perform work at any of the District's maritime facilities, the incumbent must be able to pass a background check in accordance with current Federal and State requirements.

#### **UNCLASSIFIED SERVICE**

This position meets one or more of the criteria for the unclassified service as outlined in San Diego Unified Port District Act Section 72.5(b), and as such is exempted from the classified service.

#### **PHYSICAL AND MENTAL DEMANDS**

Persons with disabilities may be able to perform the essential duties of this class with reasonable accommodation. Reasonable accommodation will be evaluated on an individual basis and depends, in part, on the specific requirements for the job, the limitations related to disability and the ability of the hiring department to accommodate the limitation.

Resolution #: 2020 – ~~066~~x

Dated: ~~June 23, 2020~~ September 10, 2020

San Diego Unified Port District

Class Code: A2048-UE20

**CLASS SPECIFICATION****Director, ~~Organization & People~~ & Organizational Development**

FLSA Status: Exempt  
 EEOC Job Category: Officials and Administrators  
 Classified: No  
 Union Representation: Unrepresented

**GENERAL PURPOSE**

Under policy direction, plans, organizes, directs and implements a comprehensive people strategy for the San Diego Unified Port District (District). This will include strategies that are closely aligned with the business goals and overall District business strategies. The strategies will include design work in the area of recruiting, selection, onboarding, performance management, and succession, personnel development including comprehensive training and development programs.

**DISTINGUISHING CHARACTERISTICS**

This single position class is responsible for managing programs that help develop our people. The ideal candidate for this position will be a business leader with strong business acumen who approaches human capital strategy from the perspective of driving business performance

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

The following statements are intended to describe the general nature and levels of work performed by people assigned to this classification. They are not intended to be an exhaustive list of all responsibilities, duties, and skills required of personnel so classified.

1. Designs/develops and implements comprehensive people programs to include: talent acquisition and retention, leadership development, performance management program, compensation/benefit programs, succession planning program, workforce planning program, and culture development and organization transformation.
2. Partner with business leaders to help them build and develop their people and their organizations.
3. Works with the business to identify the key capabilities needed from leaders/employees to deliver the business objectives. Assess current talent pool against those criteria and then create development talent pipeline plans to leverage strengths and address skill gaps.
4. Develop and drive a plan for a complete people platform for the business unit to enable the overall business plan – both in the areas of transformation/re-engineering of existing core business, and fueling the next chapter growth strategy.
5. Help the departments and teams build a high performing leadership team.

6. Architect and implement a comprehensive performance management plan necessary to set, align, cascade and manage the goals and performance of the organization.
7. Participate in the development of a detailed workforce plan for the departments and teams.
8. Provide hands-on coaching for leaders to create and deploy their employee engagement plans with measurable milestones and outcomes that are incorporated into the goals of the leaders.
9. Partner with Human Resources to foster constructive employee relations.
10. Leads, plans, organizes, controls, integrates, and evaluates the work of the department; with subordinate manager and staff, designs/develops, integrates implements and monitors programs, policies and processes to achieve the department mission aligned with the District strategy and business plans.
11. Participates in developing key initiatives, develops, and implement department business plans.
12. Provides leadership and works with District leadership to develop and retain highly competent, service-oriented staff through selection, compensation, training and development.
13. Directs and evaluates the performance of assigned managers and staff.
14. Provide insightful data to guide decision making and offer proactive solutions in their areas of essential duties and responsibilities.

#### **OTHER DUTIES**

1. Represents the District on professional and community boards and committees.

#### **QUALIFICATIONS**

##### **Knowledge of:**

1. Theory, principals, practices and techniques of organizational development programs and people strategies programs.
2. Principles and practices of strategic and long-term business planning.
3. Research methods and analysis techniques.
4. Creative/Impactful programs to enhance employee engagement and drive cultural transformation.
5. Experience counseling leadership teams on a variety of issues.
6. Change management expertise.

7. Strong program/project management orientation.
8. Strong business acumen.

**Ability to:**

1. Think globally and understand the business, goals and challenges in order to identify and help deliver opportunities.
2. Coach leaders to ensure leadership and management excellence.
3. Offer thought leadership regarding organizational and people-related strategies and execution. Provide insightful data to guide decision making and provide proactive solutions.
4. Work hands-on with a small department of employees to transform the organization.
5. Analyze data for relevant information for the organization to make informed decisions about the workforce, trends in industry, etc.
6. Adapt quickly and build relationships, engage, and motivate.
7. Communicate effectively with all levels in the organization.
8. Thrive in flexible, dynamic work environment
9. Effectively manage multiple deliverables.
10. Speak publically.

## **MINIMUM REQUIREMENTS**

### **Education, Training and Experience:**

Graduation from a four-year college or university with a major in public or business administration, human resources management, or a closely related field; and at least ten (10) years of progressively responsible organizational development related experience, at least five (5) of which were in a supervisory or program management capacity. Time served as a District Intern counts towards the years of experience.

### **Licenses; Certificates; Special Requirements:**

A current, valid California Class C driver's license at time of appointment and maintained at all times thereafter in order to operate a vehicle on District business.

California Department of Motor Vehicle (DMV) pull notice system: An incumbent in this position will be enrolled in the California DMV Pull Notice Program. The pull notice program provides information on the incumbent's driving record and driver license status on a periodic basis to the District. An employee assigned a District vehicle must acknowledge

receipt and understanding of District Administrative Procedures covering the use of District vehicles.

This position may be subject to a pre-employment background check. The District will conduct a California Department of Justice/FBI fingerprint and criminal history check; felony convictions may be disqualifying. Misdemeanor convictions may be disqualifying depending on type, number, severity, and how recently they occurred. Criminal arrests and convictions during employment may result in termination or limitations in job duties if no reasonable accommodations can be made.

If assigned to perform work at any of the District's maritime facilities, the incumbent must be able to pass a background check in accordance with current Federal and State requirements.

#### **UNCLASSIFIED SERVICE**

This position meets one or more of the criteria for the unclassified service as outlined in San Diego Unified Port District Act Section 72.5(b), and as such is exempted from the classified service.

#### **PHYSICAL AND MENTAL DEMANDS**

Persons with disabilities may be able to perform the essential duties of this class with reasonable accommodation. Reasonable accommodation will be evaluated on an individual basis and depends, in part, on the specific requirements for the job, the limitations related to disability and the ability of the hiring department to accommodate the limitation.

Resolution #: 2020 – ~~066~~x

Dated: ~~June 23, 2020~~September 10, 2020



San Diego Unified Port District

Class Code: B921-UE20

**CLASS SPECIFICATION****Manager, ~~Organization &~~ People & Organizational Development**

FLSA Status: Exempt  
 EEOC Job Category: Officials and Administrators  
 Classified: No  
 Union Representation: Unrepresented

**GENERAL PURPOSE**

Under general direction, plans, organizes, supervises and performs a variety of complex professional and technical activities in support of the San Diego Unified Port District's (District) comprehensive people strategies that are aligned with the business goals and overall District business strategies including but not limited to design work in the areas of recruiting, selection, onboarding, performance management, workforce/succession planning, and personnel development including comprehensive training and development programs.

**DISTINGUISHING CHARACTERISTICS**

A Manager, ~~Organization &~~ People & Organizational Development supervises a unit of professional and support staff and manages the delivery of programs that help develop our people. An incumbent provides professional advice and counsel to executives, managers, supervisors and employees and carries out difficult and complex responsibilities requiring a high degree of professional, organizational and interpersonal knowledge, skill and sensitivity.

Manager, ~~Organization &~~ People & Organizational Development is distinguished from Director, ~~Organization &~~ People & Organizational Development in that an incumbent in the latter class has overall management responsibility for the delivery of District wide comprehensive programs/approaches related to human capital strategy from the perspective of driving business performance.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

The following statements are intended to describe the general nature and level of work performed by people assigned to this classification. They are not intended to be an exhaustive list of all responsibilities, duties and skills required of personnel so classified.

1. Plans, organizes, controls, integrates and evaluates the work of assigned staff; contributes to the development and monitoring of programs, policies and processes to achieve the department mission aligned with the District strategy and business plans.
2. Contributes to development of and monitoring of performance against the annual department budget.
3. Provides day-to-day leadership and works with staff to ensure a high performing team; directs, plans and evaluates the performance of assigned staff; establishes performance requirements and personal development goals; regularly monitors performance and provides coaching for performance improvement and development; recommends compensation and provides other rewards to recognize performance; subject to management concurrence,

recommends disciplinary action, up to and including termination, to address performance deficiencies in the department, in accordance with the District's Personnel Rules and Regulations, Administrative procedures and labor contract provisions.

4. Partner with Human Resources to foster constructive employee relations.
5. Partners with business leaders to help them build and develop their people and their organizations.
6. Provide hands-on coaching for leaders to create and deploy their employee engagement plans with measurable milestones and outcomes that are incorporated into the goals of the leaders.
7. Participates in the development of District wide talent selection and performance management programs.
8. Participates in the development of a workforce plan for the departments and teams.
9. Partner with leaders to develop their staff talent including employee assessment programs and development plans.
10. Contributes in developing key initiatives and implement department business plans.

#### **OTHER DUTIES**

1. Represents the District on professional and community boards and committees.
2. Acts for the Director, ~~Organization & People~~ & Organizational Development in that incumbent's absence.

#### **QUALIFICATIONS**

##### **Knowledge of:**

1. Theory, principles, practices and techniques of organizational development programs and people strategies programs.
2. Administrative principles and methods, including goal setting, budgeting, program development and implementation.
3. Research methods and analysis techniques.
4. Principles and practices in human resource management.
5. Principles and practices of business communication.
6. Principles and practices of effective management and supervision.
7. Counseling leadership teams on a variety of issues.
8. District Personnel Rules and Regulations, Administrative policies and labor contract provisions.
9. Business mathematics.

**Ability to:**

1. Analyze complex training and organizational development issues, evaluate alternative and make sound recommendations.
2. Prepare clear, concise and accurate training and development reports, correspondence, analytical studies and other written materials.
3. Present proposals and recommendations clearly, logically and persuasively.
4. Facilitate large and small group processes for improvement processes and interventions.
5. Perform individual coaching and mentoring.
6. Exercise sound, expert independent judgment within general policy guidelines.
7. Exercise tact and diplomacy in dealing with sensitive, complex and confidential personnel issues and employee situations.
8. Establish and maintain effective working relationships with all levels of District management, employee organizations and their representatives, other governmental officials, employees and the public.
9. Represent the department and the District effectively in meetings with managers, supervisors, employees, union representatives and others on a variety of issues.
10. Organize, set priorities and exercise sound independent judgment within areas of assigned responsibility.
11. Communicate effectively orally and in writing.

**MINIMUM REQUIREMENTS****Education, Training and Experience:**

Graduation from a four-year college or university with a major in public or business administration, human resources management, psychology or a related field and eight (8) years of increasingly responsible organizational development related experience, at least three (3) of which were in a supervisory or program management capacity. Time served as a District Intern will count towards the years of service.

**Licenses; Certificates; Special Requirements:**

A current, valid California Class C driver's license at time of appointment and maintained at all times thereafter in order to operate a vehicle on District business.

California Department of Motor Vehicle (DMV) pull notice system: An incumbent in this position will be enrolled in the California DMV Pull Notice Program. The pull notice program provides information on the incumbent's driving record and driver license status on a periodic basis to the District. An employee assigned a District vehicle must acknowledge receipt and understanding of District Administrative Procedures covering the use of District vehicles.

This position may be subject to a pre-employment background check. The District will conduct a California Department of Justice/FBI fingerprint and criminal history check; felony convictions may be disqualifying. Misdemeanor convictions may be disqualifying depending on type, number, severity, and how recently they occurred. Criminal arrests and convictions during employment may result in termination or limitations in job duties if no reasonable accommodations can be made.

If assigned to perform work at any of the District's maritime facilities, the incumbent must be able to pass a background check in accordance with current Federal and State requirements.

#### **UNCLASSIFIED SERVICE**

This position meets one or more of the criteria for the unclassified service as outlined in San Diego Unified Port District Act Section 72.5(b), and as such is exempted from the classified service.

#### **PHYSICAL AND MENTAL DEMANDS**

Persons with disabilities may be able to perform the essential duties of this class with reasonable accommodation. Reasonable accommodation will be evaluated on an individual basis and depends, in part, on the specific requirements for the job, the limitations related to disability and the ability of the hiring department to accommodate the limitation.

Resolution #: 2020 – ~~066~~x

Dated: ~~June 23, 2020~~September 10, 2020