## SAMPLE JOB DESCRIPTIONS

In this section we have provided a number of sample job descriptions. We hope that they will provide you with guidance as you develop job descriptions(s).

<table>
<thead>
<tr>
<th>Level</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultant</td>
<td>1 Training and Organization Development Consultant</td>
<td>2-3</td>
</tr>
<tr>
<td>Senior Consultant</td>
<td>2 Senior Organization Development Consultant</td>
<td>4-8</td>
</tr>
<tr>
<td></td>
<td>3 Senior Change Leader</td>
<td>9-10</td>
</tr>
<tr>
<td>Manager/Director</td>
<td>4 Manager, Corporate Training and Organizational Development</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>5 Manager – Organization Effectiveness</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>6 Manager – Training and Organization Development</td>
<td>13-14</td>
</tr>
<tr>
<td>Vice President</td>
<td>7 Director/VP of OD</td>
<td>15-16</td>
</tr>
</tbody>
</table>
Title: Training and Organization Development Consultant  
Department: Human Resources  
Reports to: Manager, Training and Development  

Summary  
Provides a range of consultation services to executive leaders and senior management on the development and implementation of key strategies and training for creating and sustaining a high performing organization. Works collaboratively at organization and division levels to ensure business planning, performance monitoring and performance management processes inform and support each other and lead to continuous improvement of organizational performance. Creates and implements staff development programs that support the organization’s succession planning objectives and foster a highly effective management and leadership structure.

Duties and Responsibilities  
- Designs, develops, coordinates, implements and delivers and evaluates training programs that support organization objectives and are aligned with the organization’s business plan. Trains trainers and assures instructional quality and appropriate content of consultants and contract trainers (50%).
- Provides coaching, facilitation, team development, whole systems analysis, process reengineering and organization development services in consultation with executive leaders and senior managers to implement organization improvement initiatives and assure alignment with the organization’s strategic plans. Manages the work of outside consultants when used. (40%).
- Develops and implements manager and staff development programs that support the organization’s succession plan (5%).
- Other duties as assigned (5%).

Specifications  
Education:  
- Minimum: Bachelor’s degree in human resources management, organizational development, applied behavioral sciences, business administration or related field.  
- Preferred: Master’s degree in human resources management, organizational development, applied behavioral sciences, business administration or related field.
Skills/Knowledge:

- Minimum: Demonstrated knowledge of adult learning styles, participative training design, group dynamics, interactive learning methods, systems theory and quality improvement processes, principles of customer service, advanced consulting methods, leadership coaching, conflict resolution, group process facilitation, organization communications processes, presentation skills and project management. Skilled in the use of Microsoft Word, Excel and PowerPoint.

Years of relevant experience:

- Three years internal consultation and corporate training experience working with senior managers utilizing the skills and knowledge described above to improve work groups, teams, and organizations.
- Preferred: Four years experience in a complex, multi-site organization.

Physical Requirements

- Must be able to lift 20 lbs.
- Must be able to stand for four or more hours.
- Must be able to bend, reach, and manipulate bulky objects.

DISCLAIMER

The above statements are intended to describe the general nature and level of work being performed by individuals assigned to this position. They are not intended to be construed as an exhaustive list of responsibilities, duties and skills required of personnel so classified.
Title: **Senior Organization Development Consultant**  
Department: Human Resources and Organization Development  
Reports to: The V.P. of H.R. and O.D.

**Summary**

The Senior O.D. Consultant provides consultation in change management, organization effectiveness and performance issues and works in partnership with administration and client groups to orchestrate cultural development and organization change initiatives that address corporate goals and strategies. This position provides advice and support aimed at building organizational cohesion, health and flexibility.

**Scope**

The OD Consultant is accountable for the overall integration, delivery and monitoring of all clinical and allied health staff change management services to the Organization

- Fully accountable for the provision of services to the 3 Divisions with a total staff complement of approximately 4200 Staff
- Works closely with VP’s and Directors to plan and implement change projects and strategies which help realize the Vision, Mission and Strategic Plan of the Organization
- Carries out organization assessments, makes recommendations for change, helps design new structures and jobs, and works to redesign management processes to meet quality standards. Helps establish organization-wide processes that create organization health and employee satisfaction.
- Internal: Continuous liaison with all levels of Administration and staff in the delivery of OD services and the provision of consulting support; works closely with all VP’s, Program Directors and Department Managers to support the delivery of Program and Department Services; is seconded to work on specific projects (e.g. Patient Scheduling) as needed.
- External: Liaises on a frequent basis with various levels of government and industry counterparts in North America, the general public, educational institutions and external consultants for the exchange of information and/or provision of specialist advice/knowledge. Establishes and utilizes an external consultant network to maintain a pool of resources to meet the staff’s Learning and Development needs when internal resources are insufficient or inappropriate.
Duties and Responsibilities

Works at the Strategic Level across the whole Organization
- Develops strategic partnerships with the Executive Team, HR specialists, and other internal client’s to identify and intervene on change management initiatives that foster organization learning and address corporate strategic goals and needs.
- Proactively addresses and responds to O.D. issues by bringing key stakeholders together to assess root causes and performance gaps, implementing and/or supporting implementation of appropriate interventions, including strategic planning, tactical and project planning, facilitation, instruction, program design, materials development and performance analysis.
- Gives advice and develops interventions about impacts resulting from whole organization changes (i.e. specific Project etc.).
- Provides project management for organization-wide projects/initiatives as required, facilitating team efforts and helping to define project goals, timelines, resource requirements and planning to cope with conflict or stressor points in the plans.
- Consults with organization administration regarding strategic planning sessions for groups to clarify, communicate and act upon the vision and goals of their department within the vision and goals of their program or department within the context of the organization’s mission, vision and values.
- Provides organization-wide (as well as Division, Program and Department) assessments about organization and unit health and effectiveness so that change projects can be prioritized and brought to successful completion.
- Tracks the number of, and status of prioritized change projects. Helps structure designs for, and implements organization change; makes recommendations to senior administration.
- Assesses risks associated with various change initiatives/projects and suggests and implements actions to manage any negative impacts.
- Supports the work of external consultants brought in to do various projects by various groups in the (divisions) by providing them with information about the organization, helping with implementation of their projects, and ensuring that follow-up assessments of effectiveness are conducted.

Works with Groups/Teams
- Contributes to assuring healthy inter and intra Program/ Department/ Unit relationships, and helps groups initiate and manage change. Provides OD consultation services to requesting Programs and Departments.
- Focuses on improving group and departmental functioning. Facilitates group and departmental planning and interaction to improve group/ department productivity, decision making and performance in a team based and Program Management based cultural environment.
• Identifies and uses instruments and surveys to analyze individual and group behavior and recommends strategies for making needed changes.
• Influences and supports changes in organizational behavior. Serves as an internal consultant to facilitate team building; resolving work group conflict; changes in group in norms values and culture
• Upon request, Coaches Administrative Staff at all levels of the organization to expand their leadership and change management competencies.

Manages the Function
• Identifies the resources needed and establishes consistent OD services for the organization
• Bridges between the work done by Internal and External Consultants
• Bridges between HR and OD and (specific) Project
• Develops standards, policies and procedures to support high quality OD services.
• Evaluates OD services annually. Evaluates consulting interventions by identifying the impact on organizational effectiveness and performance improvement
• Networks extensively with Consultants and Industry Experts to match their skills and the organization’s needs.
• Maintains and updates knowledge of change management theory, principles, and practices; management and leadership approaches, and instructional design and delivery techniques in order to develop personal areas for improvement and also to make recommendations to assist client learning.

Planning
• Participates in the organization’s Strategic Planning and facilitates in-house planning that ensures implementation of key goals
• Assists in the development of the OD Services components of the Human Resource Division Strategic Plan and objectives
• Develops an annual work plan for self
• Facilitates Planning Processes for Units, Programs, and Departments as requested

Authority
• Operating expense: Submits an annual OD Services budget to the VP of HR and OD for approval and then manages that budget.
• Other: Full authority to develop organization-wide OD Services policies and practices for the review and approval of the VP of Human Resources; full authority to establish OD practices and procedures necessary for its effective and efficient operation
• Other: Full authority to exercise and execute consulting contracts and the direction of such consultants, issue purchase requisitions and authorizes
payment of invoices to a maximum of $5000 in the name of the organization as necessary to carry out the specific position accountabilities. This authority is conditional upon available budget coverage and necessary project approvals having been obtained.

- Other: The OD Consultant is authorized to take any reasonable action necessary to carry out the responsibilities delegated to him/her so long as such action does not deviate from established policies and practices or the limitations placed upon this authority by the VP of HR and OD, or conflict with sound business judgment.

Specifications

Education
- Minimum of a Masters Degree in Organization Development, Business Administration, Psychology or other relevant behavioral science.

Experience
- Minimum seven years professional level experience in Organization Development and/or (Industry) Administration or Human Resources in an intermediate to large size organization (2,000 to 4,000 FTE’s and a budget of $150M). This should take the form of 2 years of Senior Management experience, plus 3 years of recent experience in group process, conflict resolution and team development, plus 2 years of program design and instructional experience in the areas of leadership, communication and quality improvement.
- Excellent leadership and influence skills.
- Excellent written, verbal and interpersonal communication skills.
- Preference will be given to candidates with unionized, teaching hospital or similar background.

Technical
- O.D. theories, philosophies and methods; organizational analysis and change skills
- Organizational behavioral/development working knowledge
- Employee involvement and recognition programs working knowledge;
- Strategic, business and budget planning administration
- Training and development needs analyses, program development and delivery
- Ability to teach and give feedback to new educators
- Ability to coach administrators and managers
- Working knowledge of appropriate computer hardware and software
- Working knowledge of use of the Internet.
Non-Technical

- Advanced level strategic project and work planning organization and control; non-authority leadership; interpersonal communications skills, problem-solving; decision-making; employee development and team building skills.
- Strong personal impact; high stress tolerance; analytical; market/selling; counseling and coaching, confrontation; behavior modeling, overcoming resistance and conflict management skills.
- Ability to negotiate and influence within a collaborative framework.
- Demonstrated initiative to analyze and resolve problems quickly, efficiently and collaboratively.
- Demonstrated ability to anticipate future trends/consequences and create innovative strategies and flexible plans.
- Preference will be given to those with licenser in Conflict Management, Facilitating Instructional Skills (the ISW), Project Management, Frontline Leadership, or DDI (Development Dimension International) or a similar staff/management development program.
Title: Senior Change Leader

Summary

Designs and delivers the change leadership strategy and plan.

Duties and Responsibilities

- Responsible for the design and delivery of an overall Change Leadership Strategy and Plan for (divisional) team including a Communication, Sponsorship, Reinforcement and Readiness strategy and plan.
- Serves as project team coach and facilitator for supporting change leadership projects regarding complex business and implementation issues.
- Manages organizational change efforts such as organizational structure, roles and responsibilities, job redesign, job descriptions and skills assessments. Will effectively implement appropriate tools such as stakeholder assessments, change readiness analyses, (divisional) programs.
- In the area of Training & Development, is responsible for team building training, individual coaching and leadership team effectiveness.
- Also responsible for the design and delivery of a communications and marketing strategy that enables (the division) to keep the (divisional) Centers, executives and other key stakeholders appraised of activities and projects while promoting (divisional) savings and achievements.
- Serves as the communications liaison between the user community, project teams, (divisional) Center leaders, and Communications.
- Works with the change leaders on the core (divisional) projects to insure alignment of project communications with the overall strategy and plan.
- Uses various communications media to aid in the communications process and works with web teams and other technical resources to maximize the use of technology.
- Coordinates publication articles with the corporate communications team.
- Assists the (divisional) executive team and Project Management Office with internal communications, presentations and reports. Performs other duties as assigned.

Specifications

Education/Training

- Bachelors and/or Master's degree in Business Administration with emphasis on human resources and organizational behavior, organizational design and development or equivalent education.
• Minimum of 3-5 years of training, team development and/or instructional development

Business Experience
• 3-5 years of general business experience required
• Minimum of 10 years experience in organizational change leadership. Experience in the context of implementing (divisional focus) required.
• 2 years experience in Human Resources a definite plus.
• Project Management experience a plus.

Specialized Knowledge/Skills
• Strong communications and interpersonal skills
• Team player
• Self starter
• Very strong technical writing skills with the ability to utilize technology to disseminate information
• Ability to work with senior executives

Other Desirable Skills and Experience
• Knowledge of the (vendor-specific) Change Leadership methodology a very strong plus
• Experience with (specific) software distribution industry desired
Title: Manager, Corporate Training and Organizational Development

Summary

Design, implement and evaluate management development programs and organizational development programs and organizational development projects in conjunction with division management and corporate goals. Direct T &D staff.

Duties and Responsibilities

- Act as internal consultant to divisional and departmental management to solve problems; facilitate organizational development projects; consult with management on quality, customer service. (35%)
- Plan, assign, monitor and evaluate work of assigned staff; plan, direct, implement and evaluate training and development activities; plan and monitor training budget. (25%)
- Research and design organizational development projects and management development training programs; contract with outside consultants. (20%)
- Marginal function: Problem solve with managerial staff and with their staff (10%)

Specifications

- Knowledge of instructional design and analytical and organizational skills
- Verbal and written skills, facilitation skills, training skills
- Four to six years business training experience, including two years training management experience
- Knowledge of Organizational Development theory, preferred
- BA/BS degree in education or human relations or equivalent experience

Working Conditions

- Standard office environment without unpleasant or hazardous conditions.
- Work requires typical physical demands required for office work.

Disclaimer

This description is not intended to be construed as an exhaustive list of responsibilities, duties, or skills required for the position. This position may be changed or assume additional duties at any time. The employee may be requested to perform different or additional duties as assigned.
Title: Manager – Organization Effectiveness -

Department: Human Resources

Summary
As an individual contributor, provides consulting services re: organization effectiveness.

Duties and Responsibilities

• In a consultative role with management and HR Consultants, conduct needs assessments, design processes and interventions facilitate off-sites and team building for new and existing teams.
• Administration and analysis of surveys and focus groups, management programs, consultants and vendor relationships.
• Participate in cross-functional project teams as needed.
• Provide shadow consulting for HR professionals.
• Link business initiatives to organization/team development activities.
• Ideal: Prior consulting in high tech industry

Specifications

• Excellent interpersonal and influence skills.
• Senior level presentation, facilitation and group process skills.
• Knowledge of OD theories and techniques, external OD resources, ability to collect and assimilate and analyze data.
• Experience in working with all levels of employees in classroom situations, one on one development and team development.
• Articulate and persuasive communicator, in writing and orally.
• Bachelor's degree or equivalent in a field which is directly related; Masters degree desirable 8+ years of experience in organization development/management development.
• High tech background preferred
Title: Manager, Training and Organization Development
Department: Human Resources
Reports to: Director, Human Resources

Summary

Designs, develops, implements and assesses Human Resources development strategies in support of the business plan. Manages the performance and resources of the Training & Development department at all locations to ensure the effective and responsive delivery of services to senior organizational leaders, managers and other employees.

Duties and Responsibilities

- Strategic business partner on training issues: Regularly meets with managers and leaders of departments to understand the business outcomes essential for their success. Designs and develops training programs that equip staff with the required skills to achieve the organization’s quality, financial and customer service goals. Continually plans, assesses and evaluates training and organizational development services against the organization’s business plan and the needs of the above named customers (30%)
- Manager: Manages the performance of the Training Department. Develops and manages the department budget. Manages the recruitment and training of departmental staff and manages their performance through the performance agreement system. Plans and organizes the work of the department, and assigns resources as needed. Provides coordinated training and organization development support with other elements of the Human Resources Department (30%)
- Training Consultant: Designs, develops, implements, and evaluates training for all levels of staff to support their competency in areas that are critical to the organization. Seeks to improve the T & D methods and delivery processes, and monitors training quality. Consults with other HR Directors who will be implementing HR training to ensure that the training is designed to meet the needs of adult learners. Establishes training standards and provides quality assurance for training activities conducted by other departments in the organization. (20%)
- Organizational Development Consultant: Designs, develops, implements and evaluates strategically significant organizational development work. (15%)
- Develops other staff development activities: Designs, develops, implements, and evaluates other staff development activities to include, but not limited to, career development, strategic planning and HR department training (5%)
Specifications

Education
- Minimum: Bachelor’s degree in Education, Business, Psychology or related field.
- Preferred: Master’s degree in Organizational Development, Education, Business, Psychology or related field.

Skills/Knowledge
- Minimum: Advanced teaching, facilitation, consulting, coaching, program development and management skills.
- Preferred: Knowledge of principles of organizational development & organizational effectiveness.

Years of relevant experience
- Minimum: 3-5 years Training and/or Organizational Development experience and 1-2 years experience managing a professional staff.
- Preferred: 5-10 years Training and/or Organizational Development experience and 3-5 years managing either a Training or Organizational Development department.
Title: Director/VP of OD
Department: Organizational Effectiveness and Change
Reports to: President

Purpose

To establish and sustain an Organizational Effectiveness and Change function for (the organization) that supports the goal of establishing the Human Capital of the organization as a critical lever in accomplishing business goals.

Responsibilities

1. Establish the Organizational Effectiveness and Change function and position it as a critical adjunct for achieving business goals.
2. Initiate, support and facilitate endeavors to enhance organizational effectiveness through interventions based on structure, programs, processes, and systems aimed at gaining a sustainable competitive advantage.
3. Actively promote the assimilation of Organizational Effectiveness and Change Management competencies in the Business Partner organization through education, partnership, and consultation.
4. Facilitate/lead change and transition efforts in various parts of the organization to ensure identified goals are fully achieved.
5. Facilitate/support/consult on organizational structure design, redesign efforts to ensure the realization of intended business objectives.
6. Leverage existing diagnostic tools such as Employee Survey (MFI), Performance Review (PPR), and Human Resource Metrics etc. and develop additional methodologies to support effective organizational decision making related to Human Resources.
7. Develop and implement Human Resource Customer satisfaction data gathering, analysis, and decision making tools to help position Human Resources as a customer responsive organization.
8. Support efforts to initiate top grading in the organization to enhance bench strength and the retention of key talent through succession planning, executive development, etc.
9. Facilitate, support and consult on endeavors to engender organizational values in the company and the creation of a unique organizational culture that gives a sustainable competitive advantage.
10. Provide individualized Executive coaching as required to help create high performance teams at the Senior Leadership level.
11. Act as the Organizational Development consultant by developing and maintaining a menu of Organizational Development interventions to support team effectiveness as a critical component of business effectiveness.
12. Collaborate across the Human Resource functions to ensure convergence in purpose and execution of the Organizational Effectiveness and Change department.

Specifications

Minimum of 10 years experience with demonstrated success in orchestrating organizational development and change is required. Knowledge of and experience in leading edge methods and approaches to creating sustainable competitive advantage through Human Resources (Succession Planning, Top Grading, Strategy Deployment, Employee satisfaction etc). Experience in the design and conduct of Organizational Development interventions such as team building, workshops etc. is required. Exceptional Communication skills and facility in working with Senior Leadership is imperative. Prior experience in large, multi function, and cross geographic organizations is required. Master's degree or other advanced degree in related discipline preferred. BS Degree required. Masters Degree in Organizational Development strongly preferred.