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## TRINITY HEALTH POSITION DESCRIPTION

<b>Job Code:</b>	T2409	<b>Title:</b>	Director, Organization Design & Development
<b>Date:</b>	July, 2020	<b>Department:</b>	Organization Design & Development
<b>FLSA:</b>	Exempt	<b>Reports To:</b>	SVP, Organization Effectiveness
<b>Grade:</b>	K27	<b>Approved By:</b>	SVP, Organization Effectiveness

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### POSITION PURPOSE

Directs and leads long-term strategy and multi-year plans for the Organization Design & Development practice area, and oversees the aligned management team and staff in providing practice area services at both system and service area levels. Provides professional services supporting the achievement of Trinity Health priorities through strategic organization design, development and performance management.

### ESSENTIAL FUNCTIONS

1. Knows, understands, incorporates, and demonstrates the Trinity Health Mission, Vision, and Values in behaviors, practices, and decisions.
2. Serves on OE leadership team, and directs, leads and manages the Organization Design & Development (ODD) practice area enterprise strategy and functional services. Establishes, oversees, executes and ensures adherence to ODD strategy and attainment of operational results. Develops strategy and approves long term, system level ODD plans in alignment and consultation with system senior leadership, and in service partnership with CHROs and other functions serving system senior leadership. Directs and oversees ODD team responsible for serving system wide initiatives.
3. Leads multi-year plan development to address organization and strategic workforce planning in support of Trinity Health strategic plan and goal attainment. Leads management team to ensure system level operational plan is transferable and scalable to national service area needs. Directs and leads the design and alignment of work systems and processes with job design methodology/processes/systems based upon organization capabilities.
4. Provides expertise and advisory focused on system wide Performance Management (PM) strategy design with alignment to Trinity Health strategic priorities and organizational capabilities, and translatable plan to PM frontline practices across service areas. Consults directly with Trinity Health senior leadership, in collaboration with ODD service partners, to interpret and translate Trinity Health strategic goals and priorities into aligned ODD strategy and supporting, multi-year project, initiative and/or operational goals and sustainability plans.

5. Provides ODD professional services expertise and consultation during MD&A discovery, implementation planning and transition. May provide initial, direct consultancy within Trinity Health System Office senior leadership and broker further ODD internal and/or external consultancy, as appropriate, *e.g., MD&A capability and organization assessments; organization and job design; and integration, transition and sustainability planning.*
6. Provides organization performance and development services at the local, regional and system level including and not limited to, organization effectiveness initiative design and consultations; suite of organization assessments; organization transformations and turnaround strategies and plans; and organization-level leader and group facilitation and advisory.
7. Directs and manages the ODD activities and performance at the system level while ensuring alignment with Service Area activities and initiatives. Responsible for ODD key operational improvements that can provide long-term impact across the organization including ODD services for organization design, MD&A's, organization-level performance objective design, and organization development.
8. Identifies, allocates and directs ODD financial, people and technology resources across the system and service area levels. Drives conceptual and directional change for ODD through expanding and transforming OE ODD services across Trinity Health. Provides thought leadership, advisory and input to organization-wide change and strategies through integrated performance management at the system and operational levels, and MD&A and systems level organization design (e.g. strategy, people, processes, technology, rewards, metrics, culture).
9. Develops and manages department budget and approves budgets for key functional areas with system level reach including organization design, performance management, job design and management, and ODD resources at service area level. Oversees and directs a staff of leaders, professionals and administrative colleagues.
10. Other duties as needed and assigned by the manager.
11. Maintains a working knowledge of applicable Federal, State, and local laws and regulations, Trinity Health's Organizational Integrity and Compliance Program, Code of Conduct, as well as other policies and procedures in order to ensure adherence in a manner that reflects honest, ethical, and professional behavior.

## LEADERSHIP COMPETENCIES

**As a Trinity Health Leader, the incumbent is expected to demonstrate leadership traits which support our Mission Statement and Core Values as identified below:**

**Mission Statement:** We, Trinity Health, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

### **Core Values:**

- **Reverence:** We honor the sacredness and dignity of every person.

- **Commitment to Those who are Poor:** We stand with and serve those who are poor, especially those most vulnerable.
- **Justice:** We foster right relationships to promote the common good, including sustainability of Earth.
- **Stewardship:** We honor our heritage and hold ourselves accountable for the human, financial and natural resources entrusted to our care.
- **Integrity:** We are faithful to those we say we are.

## MINIMUM QUALIFICATIONS

1. Must possess a comprehensive knowledge of Human Resources Management, Organization Development or related field including organization and job design, performance management and transition management as normally obtained through a Bachelor's degree in education, human resources, organization psychology, business administration or a related field, or an equivalent combination of education and experience. Graduate degree preferred.
2. Seven (7) to ten (10) or more years of progressively more responsible leadership and organization development/effectiveness experience in a multi-unit business and/or health care system.
3. At least 3 years direct management experience including budget and direct report oversight.
4. Previous management consultant experience preferred.
5. Experience providing organization development consulting and leadership across multiple industries, including healthcare. Healthcare experience strongly preferred.
6. Certifications and/or related professional credentials in organization design, organization development and change management.
7. Managerial and supervisory experience required.
8. Ability to operate in an ambiguous and highly matrix organizational structure. Ability to operate in a highly autonomous self-directed manner under frequently changing structures and requirements and work priorities.
9. Excellent oral and written communication, persuasion, and negotiation skills necessary in order to address macro level organization and strategic workforce planning, to facilitate communication between diverse groups; to effectively identify, assess and facilitate improvements and resolutions, and to present advisory, persuasive and authoritative recommendations to all levels of the organization.
10. Strong leadership, integration, and execution skills. Considerable experience in planning, formulating, and executing strategies. Ability to define program, process or business objectives and scope. Demonstrated proficiency and expertise to identify,

evaluate and articulate operational opportunities, and risks, business needs/gaps, and understand customer/stakeholder interests.

11. Strong interpersonal, consultative, relationship building and conflict management skill in order to initiate and develop productive, collaborative partnership with all levels of leadership across the organization. Ability to foster relationships with associates built on sustainable trust in order to provide long-lasting, comprehensive advice and service on HR-related issues. Ability to effectively influence results, garner support, and tactfully manage complex relationships within and across the organization. Extremely high level of diplomacy and tact are required. Ability to read the subtle nuance of situation and react/plan accordingly.
12. Advanced understanding of organizational structures, business operations, and financial impact/analysis-bottom line understanding.
13. Proven ability to effectively lead and manage team(s), including direct report(s), in ongoing HR operations against targeted performance indicators and budget. Proven ability to manage projects independently and effectively lead team members by leveraging their contributions to accomplish project success.
14. Ability to be the front-line change leadership agent to enable and deliver long-lasting and sustainable organizational changes while minimizing disruption to the patients, associates, and business. Seeks innovative ways to deliver higher value programs and services more efficiently and effectively.
15. Ability to continuously review programs and processes by utilizing quality and process design improvement tools and techniques to seek new, innovative ways to deliver higher value services more efficiently and effectively.
16. Must be comfortable operating in a collaborative, shared leadership environment.
17. Must possess a personal presence that is characterized by a sense of honesty, integrity, and caring with the ability to inspire and motivate others to promote the philosophy, mission, vision, goals, and values of Trinity Health

## **PHYSICAL AND MENTAL REQUIREMENTS AND WORKING CONDITIONS**

1. Operates in a typical office environment. The area is well-lit, temperature controlled and free from hazards.
2. Communicates frequently, in person and over the phone, with people in all locations on product support issues. Hearing is needed for extensive telephone and in person communication. Manual dexterity is needed in order to operate a computer keyboard. Must be able to adapt to frequently changing work priorities, and be able to prioritize and balance the requirements of working with the System Office and Regional Health Ministries (RHMs).
3. Must be able to work concurrently on a variety of tasks/projects in an environment that may be stressful with individuals having diverse personalities and work styles. Ability to concentrate, meet deadlines, work on several projects simultaneously and adapt to interruptions.

4. Must be able to set and organize own work priorities, and adapt to them as they change frequently. Must be able to work concurrently on a variety of tasks/projects in an environment that may be stressful with individuals having diverse personalities and work styles.
5. Must be able to travel to the various Trinity Health sites as needed. [Up to 25%]
6. Must possess the ability to comply with Trinity Health policies and procedures.