



TRINITY HEALTH POSITION DESCRIPTION

Job Code:	T2437, varies	Title: Director, Organization Effectiveness - Service Area
Date:	June 2020	Department: Organization Effectiveness
FLSA:	Exempt	Reports To: SVP, Organization Effectiveness; Service Area CHRO (A2)
Grade:	K25, varies	Approved By: SVP, Organization Effectiveness

POSITION PURPOSE

Serves as Service Area Leader providing strategic direction, vision, and guidance in the integration and deployment of Organization Effectiveness (OE) strategies, operations, and services, in order to advance and align organization strategy, structure, talent and systems to achieve organizational goals within a (typically) multi-state Service Area. Partners with OE Center of Expertise (COE) practice leaders of Talent Management, Talent Development, Organization Design & Development, and Workforce Planning & HR Administration (WPHRA) to integrate and align OE solutions and their delivery within a Service Area. Provides Service Area insights and guidance to enable OE strategy implementation. Serves on a Service Area HR Leadership Team and provides OE expertise within the HR service delivery model. Leads OE related service adoption, implementation and sustainability for the ministries and business functions across a Service Area.

ESSENTIAL FUNCTIONS

1. Knows, understands, incorporates, and demonstrates the Trinity Health Mission, Vision, and Values in behaviors, practices, and decisions.
2. Utilizes extensive knowledge and experience in Organization Effectiveness (i.e., Talent Management, Talent Development, Change Management, Leadership Development, Organization Design and Development, and Workforce Planning) principles, practices, methods and techniques including with design, development and implementation of an effective Organization Effectiveness operation in order to solve complex organizational challenges using a behavioral science lens.
3. Partners with all Service Area HR leaders, including HR Business Partners and COE leaders, to develop, align, and execute Trinity Health business goals and Organization Effectiveness (OE) strategies, and to build talent and organization capabilities.
4. Leads improvement and implementation of strategic initiatives within aligned Service Area and the OE function and may take a leading role on Trinity-wide OE initiatives with

substantial financial, clinical, and/or organizational impact. Consults on Trinity Health-wide initiatives and advocates for system wide improvements.

5. Acts as a liaison between OE and Service Area Human Resources and other leadership to ensure appropriate solutioning for key initiatives impacting improved organizational performance. Ensures OE Practice Area services are addressing Service Area requirements aligned with Trinity Health strategy; and monitors and reports on status of key initiatives.
6. Conducts needs assessments and provides resulting recommendations to enhance operational improvements for OE services across a Service Area. Works with key stakeholders on recommendation approvals and resourcing, and leads Service Area implementation for approved recommendations.
7. Makes decisions and manages risk that impacts day-to-day functional area or program operations, with potential for a short- to mid-term impact on the organization as a whole.
8. Determines appropriate measures/metrics needed to provide ongoing assessment of ROI, change management, and process/performance improvement in determining effectiveness on overall business impact. Analyzes and presents OE metrics to service area business leaders for use in resolving issues and driving business decisions.
9. Triage critical needs and directs the personnel, operational, and financial activities of OE services across the service area; and in close collaboration with OE practice areas, WPHRA, and HR Business Partners.
10. In collaboration with OE practice areas, develops and manages budgets for a Service Area OE function; approves individual budgets for OE programs within a Service Area.
11. Leads all aspects of the OE function for a Service Area; oversees a direct staff of individual contributors within the OE functions.
12. Collaborates and communicates across functional areas within and external to the HR team, building and maintaining strategic working relationships across the organization with multiple and diverse leaders and teams.
13. Performs other duties as needed and assigned by the manager.
14. Maintains a working knowledge of applicable Federal, state, and local laws and regulations, Trinity Health's Organizational Integrity Program, Standards 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 working knowledge of the Organization Effectiveness domain inclusive of the following: strategic planning and budgeting, workforce and talent planning, change management, talent management, succession planning, performance management, engagement, organizational design, process improvement, leadership development, culture change, executive coaching, team development, and related information technologies, preferably as obtained through a Bachelor's degree in Organization Development, Organizational Behavior, Organization Effectiveness, Industrial and Organizational Psychology, Organizational Leadership and Change, Human Resources Development, Workforce Planning, or a related field. Master's Degree preferred.
2. Minimum of 7 years of progressively more responsible Organization Effectiveness related work experience (outlined in 1. above) including demonstrated experience, with proven outcomes, designing organizational strategies that support business strategies and goals.
3. At least 3 to 5 years of experience leading a team, preferably a team of professionals performing organization effectiveness related work (outlined in 1. Above).
4. Must be comfortable operating in a collaborative, shared leadership network and in cross-functional, matrix teams and environments.
5. Proven strategic project leadership and management, team leadership, and facilitation skills. Ability to direct, lead and innovate. Ability to overcome resistance to change while preparing and supporting those affected by change. Demonstrated skill in collaborating and partnering in order to garner support and build trusting and permanent relationships, partnerships and alliances with various groups and interests.
6. Project leadership and management skills which include the ability to define scope, program, process or project objectives, identify business needs, stakeholders and their

interests, plan steps, and provide authoritative advice on coordinating and allocating human, technological and fiscal resources to accomplish goals and objectives.

7. Experience managing in a large, complex reporting structure. Ability to work well with leadership, and to support best practice sharing and implementation throughout the Trinity Health system.
8. Must be able to coordinate multiple project simultaneously with the ability to lead other subject matter experts in the execution of OE strategic priorities and service area projects.
9. Must possess effective partnering and consulting skills and be able to effectively listen and understand the needs of internal clients, diagnose their issues, and translate them into appropriate, results oriented business solutions.
10. Ability to effectively facilitate teams/groups of people and influence people through strong leadership, communication and negotiation skills. Ability to influence results, garner support and tactfully manage complex relationships and influences within and across the organization.
11. Excellent business acumen, project leadership, organization, integration and execution skills and abilities. Considerable experience in planning, formulating and executing strategies, as well as the ability to define program, process or business objectives and scope in return on investment terms.
12. 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. 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.
2. Must be able to travel to the various Trinity Health sites as needed, 25% travel anticipated.
3. Must possess the ability to comply with Trinity Health policies and procedures.