



## JOB SPECIFICATION & DESCRIPTION

POST NO: 1139  
JOB TITLE: Director, Strategic Organizational Development  
JOB GRADE: GMG/SEG 4  
DIVISION: Corporate Planning & Administration  
BRANCH: Strategic Organizational Development

SUPERVISION RECEIVED FROM: DFS, Corporate Planning & Administration  
NATURE OF SUPERVISION: Periodic supervision based on broad procedures.

SUPERVISION GIVEN TO:

- (a) DIRECTLY: Two (2) Organizational Development & Change Management Specialists
- (b) INDIRECTLY: N/A

### 1. JOB PURPOSE (one line reason for job existing)

The Director Strategic Organizational Development & Change Management will develop/recommend effective organizational development and change management solutions for adoption and implementation at the unit, division, and Ministry wide levels. The incumbent will serve as a Strategic Business Partner, Change Agent and Internal consultant and provide management advisory and support services to senior management with a view to improve the efficiency and effective of the Ministry's operations.

### 2. STRATEGIC OBJECTIVES (statements of intent of what the post seeks to achieve)

1. To provide strategic advice, recommendations and effective management support to senior/executive management on appropriate organizational

- development and change management issues at the unit/divisional and ministry wide levels.
2. To develop, implement and maintain a comprehensive OD Strategy Framework and Annual OD Plan to guide the work and priorities of the Strategic Organizational Development and Change Management Branch (SODCMB) in delivering efficient and effective OD services to the Ministry.
  3. To conduct appropriate organizational development interventions, provides effective monitoring and promotes the adoption of best practices.
  4. To actively participate and/or lead where applicable the Ministry's change management/transformation programmes and initiatives.
  5. To establish and maintain relevant internal/external relationships and strategic business partnerships to support the Ministry's strategic objectives.
  6. To lead and manage the SODCMB in the successful achievement of the above strategic objectives.

<b>3. KEY OUTPUTS (results, deliverables)</b>
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- Advice and recommendations and appropriate OD solutions provided;
- Annual Strategic Organizational Development Plan;
- Comprehensive OD framework;
- Organizational diagnosis and problem identification;
- Re-designed organizational structures;
- Preliminary and final reports containing findings, assessment and recommendations;
- Reports - restructuring, project, annual and quarterly;
- New/revised organizational policies and standard operating procedures;
- Policies and Procedure Manuals;
- New and revised output focused job descriptions / specifications;
- General terms of references;
- Restructuring and general proposals;
- Service level Agreements;
- Forms/templates developed/reviewed;
- Systems and procedures studies and reports;
- Workflow studies/analyses and reports;
- Benchmark studies/research reports/papers;
- Organizational surveys instruments/assessments;
- Presentations (PowerPoint, Oral, Written);
- Corporate/operational, plans;
- Individual/operational Work Plans developed within agreed timeframes;
- Performance evaluations conducted.

#### 4. FINAL OUTPUT (final results corresponding to job purpose)

- Strategic organizational development and change management solutions to support the Ministry's strategic objectives and to facilitate improvements in the effectiveness and efficiency of the Ministry's operations.

#### 5. PERFORMANCE INDICATORS (how success will be measured)

- Levels of satisfaction with advice and recommendations provided;
- Levels of accuracy of organizational diagnosis and problem identification;
- Percentage (%) of recommendations accepted for implementation;
- Completion of projects within agreed timeframe;
- The extent to which improvements can be attributed to operational changes recommended;
- Soundness of re-designed organizational structures;
- Timeliness of preliminary and final reports containing findings, assessment and recommendations;
- Soundness and quality of reports - restructuring, project, annual and quarterly;
- Quality and accuracy of presentations;
- Technical soundness of policies and procedures developed;
- Satisfaction with quality of reports/proposals produced within agreed timeframes;
- Technical/research papers produced within agreed timeframes;
- Corporate/operational, plans are developed and implemented within agreed timeframes;
- Individual/operational Work Plans developed within agreed timeframes;
- Performance evaluations conducted and submitted within agreed timeframes.

#### 6. JOB DUTIES & RESPONSIBILITIES (grouped under strategic objectives in Sec.2)

1. **To provide strategic advice, recommendations and effective management support to senior/executive management on appropriate organizational development and change management issues at the unit/divisional and ministry wide levels.**
  - Advises the DFS Corporate Planning & Administration and the wider Senior Management team on organizational development and change management issues;

- Maintains knowledge of best practices/trends pertaining to OD and change management and provides advice and interpretation on same;
- Consults with divisional/unit heads and general staff to identify and determine problems;
- Supports the senior management team to implement approved OD initiatives and solutions to facilitate the Ministry's transformation;
- Provides strategic and operational advice to senior management and general staff on organisational development initiatives;
- Develops specific recommendations/solutions to problems identified including changes in organization, dimension of work, boundaries and relationships regarding authority, accountability, functional and organizational structure, span of control, channel of coordination and communication, existing legislation, manpower utilization, forms and office layout;
- Analyses proposals and provides advice, comments and recommendations;
- Discusses findings and recommendations with divisional heads and unit managers to arrive at consensus;
- Provides feedback to divisional heads and recommends areas for improvements.

**2. To develop, implement and maintain a comprehensive OD Strategy Framework and Annual OD Plan to guide the work and priorities of the Strategic Organizational Development & Change Management Branch (SODCMB) in delivering efficient and effective OD services to the Ministry.**

- Plans, manages, coordinates the delivery of all SODCM Branch services to ensure effective OD support to staff and managers across the Ministry;
- Develops and implements a comprehensive OD Strategy Framework and Annual OD Plan to guide the organizational development programmes and projects of the Ministry;
- Develops OD strategies and methods that promote best practice in organisational design, functional analysis and support to the Ministry;
- Identifies OD priorities based on broad assessments and analysis;
- Examines the Ministry's corporate plan, directives and relevant reports to inform the development of the organizational development framework and plan.
- Examines relevant statutes, regulations etc in the organization to determine legislative framework for functional responsibility;
- Examines internal and external audit reports and identifies issues to inform the annual OD Strategy and plan;

- Consults with the Senior Management team and derives strategic objectives and priorities to inform the annual OD Strategy and Plan;
  - Documents and follow up on areas in need of strengthening in terms of structure, systems and processes to inform the OD planning process;
  - Implements activities and communication within the Ministry that articulates:
    - A comprehensive understanding of the OD function;
    - The Annual OD programme and plan;
    - OD Framework and Strategy.
  - Manages the development and implementation of the annual OD programme and promotes compliance with the OD framework;
  - Monitors, evaluates and reports on compliance with organizational development directives;
  - Links organizational development interventions to organizational effectiveness and measurable performance indicators;
  - Integrates where necessary the OD framework into the Ministry's core functional/technical programmes;
- 3. To conduct appropriate organizational development interventions, provides effective monitoring and promotes the adoption of best practices in change management.**
- Develops and recommends appropriate organizational development programmes and solutions with a view to improving the efficiency and effectiveness of the Ministry's operations;
  - Identifies innovations in the design and implementation of organizational development solutions considering resource constraints viz a vis changing organizational priorities;
  - Facilitates the Ministry in the effective review of staffing structures and role clarity;
  - Oversees and leads the conducts organizational reviews, systems and procedures studies and make recommendations;
  - Documents organizational changes and conduct analysis;
  - Undertakes analytics to inform OD solutions development and support decision-making;
  - Provides technical inputs on OD issues to the senior management team;
  - Conducts preliminary surveys to determine and define the objective of the study, scope of study, appropriate methods and techniques to be employed and the requisite Terms of Reference;
  - Collects job related data through interviews, questionnaires, observations and examines records to validate findings;

- Analyzes existing job profiles and descriptions and re-designs where appropriate and/or evaluates the jobs;
- Develops/reviews standard operating policies and procedures;
- Prepares and issues final report of findings and recommendations;
- Assists with implementation of recommendations;
- Researches and provides information to the DFS and other stakeholders as requested;
- Schedules OD project and consultation meetings with senior management and other relevant stakeholders;
- Builds upon and links established OD concepts, tools and experiences;
- Incorporates industry practices and research findings;
- Ensures that OD projects are implemented and finalized according to agreed deadlines and within budget;
- Leads the organization in providing best practice strategic organisation development;
- Researches, designs and develops proactive policy initiatives and procedures;
- Examines the delegation and exercise of authority, grouping of functions inter relationship of organizational entities to determine any significant bearing on departmental operations;
- Guides the design and development of diagnostic tools including data gathering and interpretation of results;
- Ensures the timeliness and accuracy of reports submitted to the DFS and respective business unit heads.

**4. To actively participate and/or lead where appropriate the Ministry's various change management/transformation programmes and initiatives.**

- Supports the ministry's transformation and change agenda through the development and recommendation of appropriate design solutions;
- Contributes to the development of a comprehensive strategy for building change management capability across the Ministry and partners across the organization to build and enhance change tools, training and methodology;
- Partners with stakeholders in designing and implementing organizational changes (e.g., structure, process) around strategic business objectives;
- Manages/participates in change management projects and programmes according to stipulated guidelines agreed to with relevant stakeholders;
- Designs programs with internal and external providers with a view to improve the effectiveness divisions/units;

- Implements OD solutions which will support the ministry's transition and culture change initiatives;
  - Supports the development of specific tools/policies identified by change facilitators;
  - Contributes to the development and implementation of strategies to narrow the gap between the desired and actual culture;
  - Undertakes general/specific and ad-hoc research to inform OD/change management issues.
5. **To establish and maintain relevant internal/external relationships and strategic business partnerships to support the Ministry's strategic objectives.**
- Maintains effective working relationships with external and internal stakeholders and clients, ensuring that the Branch provides a consistently high level of service to them;
  - Liaises/collaborates with relevant stakeholders for the provision of advice or the sharing of information in order to facilitate the effective execution of OD programmes;
  - Works with focus groups at all levels to determine current and future OD needs and priorities;
  - Coordinates and implements OD projects to be delivered in accordance with the guidelines outlined in the relevant partnerships;
  - Works as a Strategic Business Partner with the HRMD Branch and other senior managers to effectively implement integrated OD and change management solutions;
  - Manages competing demands from various stakeholders in line with the strategic priorities;
  - Involves key stakeholders in identifying problems and designing solutions;
  - Communicates with unit/divisional heads to identify OD needs and to inform the OD Calendar and schedule;
  - Liaises and maintains constructive effective working relationships and networks with external stakeholders including the Corporate Management and Development Branch of the Cabinet Office;
  - Builds and maintains strategic, objective relationships with local and international OD agencies;
  - Develops action plans, service level agreements and relevant protocols to govern the relationship between the SODCM Branch and stakeholders;
  - Develops detailed plan of action in collaboration with the relevant parties including targets and deadlines;
  - Partners with relevant stakeholders to implement and monitor project activities in accordance with established goals and objectives;

- Serves on various committees as directed by the DFS, Corporate Planning and Administration.
- 6. To lead and manage the SODCM Branch in the successful achievement of the above strategic objectives.**
- Plans, organizes and directs the work of the Branch;
  - Prepares monthly, quarterly, and annual progress reports on achievements of the Branch based on targets outlined in the Annual OD plan and the continuous monitoring of such targets;
  - Conducts Branch meetings monthly, quarterly etc;
  - Develops and manages the performance of Branch and its staff, including transferring skills, motivating staff, setting performance targets, monitoring performance, providing feedback to staff, and making recommendations for training;
  - Makes requests for sufficient and appropriate physical resources to facilitate the efficient and effective performance of the Branch's staff in undertaking their duties;
  - Provides guidance to staff through coaching, mentoring and training, providing assistance and support as needed;
  - Ensures that training and other needs of Branch employees are adequately identified and addressed;
  - Participates in management meetings of the division and reports on the activities and achievements of the Branch;
  - Advises the Deputy Financial Secretary (DFS) on the implementation of the Branch's programmes.

**7. AUTHORITY (decisions you have the power to make or recommend)**

- Annual OD plan and programmes;
- Identifies and recommend areas for particular types of intervention/review;
- Recommends changes in organization structure and staffing to improve efficiency and effectiveness;
- Implements approved changes in all divisions of the Ministry;
- Recommends policy/legislative changes to facilitate reform proposals.

**8. RESOURCES MANAGED (budget, purchases, other assets)**

- Annual SODCMB Branch Budget

**9. CONTACTS (Liaises with)**

***Internal***

<u>Contact</u>	<u>Purpose</u>
DFS, Corporate Planning & Administration	Direct Reporting
Divisional/Unit Heads	Requesting/providing information, collaborations/strategic business partnerships
Staff, Departments/Units	Requesting/providing information/implementing

***External***

<u>Contact</u>	<u>Purpose</u>
Consultants/ Cabinet Office	Requesting/providing information
Other Ministries and Entities	Requesting/providing information
Other Organizations	Requesting/providing information

**10. MINIMUM REQUIREMENTS TO START**

**QUALIFICATIONS & EXPERIENCE**

- Masters Degree in Organizational Development/Human Resource Management or other relevant Social Science Degree
- Certificate/Diploma in Management Analysis
- Five (5) years experience in the organizational development or organizational psychology
- Training in project management.
- Training in Change Management and Leadership
- MS Office Proficiency in Word, Excel, PowerPoint, Publisher, Visio.

**SPECIFIC KNOWLEDGE & SKILLS**

- Knowledge of Government administrative systems and operations management;
- Organizational behavior/organization development knowledge and change management intervention skills;
- Research skills, ability to design and conduct surveys and interviews;
- Ability to prepare clear, concise written and oral reports;
- Knowledge of and experience in preparing project documents;
- Ability to work effectively with diverse groups;
- Good interpersonal, communication and writing skills;
- Strategic thinking skills (ability to think outside the box);

- Highly developed social skills;
- Ability to lead and manage a team of professional staff involved in the design and delivery of OD programs;
- General consultation skills;
- Public speaking and presentation skills
- Training/Facilitation Skills
- Analytical skills;
- Supervisory Management skills.

**COMPETENCIES**

- **Planning and organizing** – Possess good planning and organizing skills
- **Problem solving and analysis** – Logical problem solving and analytical skills
- **Interpersonal** – Possess excellent interpersonal skills
- **Negotiating and persuading** – Ability to negotiate and persuade effectively
- **Project management** – Ability to successfully complete projects within specific timeframe
- **Communication** – Possess excellent oral and written communication skills
- **Strategic Planning** – Ability to plan and manage strategically

**11. SPECIAL CONDITIONS OF THE JOB (disagreeable work environment etc.)**

- Critical deadlines for completion of projects.

\_\_\_\_\_  
Incumbent \_\_\_\_\_  
Date

Name of Supervisor \_\_\_\_\_ Job Title of Supervisor \_\_\_\_\_

Signature of Supervisor \_\_\_\_\_ Date \_\_\_\_\_

**12. VALIDATION**

The Head of the Division’s agreement as signified below has validated this document:

Name of Head \_\_\_\_\_ Job Title of Head \_\_\_\_\_

Signature of Head \_\_\_\_\_ Date \_\_\_\_\_

