



CIVIL SERVICE OF JAMAICA

JOB DESCRIPTION AND SPECIFICATION

Ministry/Entity: Ministry of Health

JOB TITLE:	Director, Organisational Development
JOB GRADE:	GMG/SEG (Proposed Upgrade)
POST NUMBER:	27723
DIVISION/BRANCH:	Corporate Service Division/Human Resource Management & Development Branch
SECTION/UNIT:	Organisational Development Unit
REPORTS TO:	Director, Human Resource Management & Development
MANAGES:	Organisational Development Officer 1 Secretary 2 OPS/SS 2

This document will be used as a management tool and specifically will enable the classification of positions and the evaluation of the performance of the post incumbent.

This document is validated as an accurate and true description of the job as signified below:

Employee

Date

Manager/Supervisor

Date

Head of Department/Division

Date

Date received in Human Resource Division

Date Created/Revised

1. JOB PURPOSE (Reason for Existence)

Under the general supervision of the Director, Human Resource Management and Development, the incumbent is responsible for developing and recommending effective organizational development, and change management solutions for adoption and implementation in the Ministry; with a view to improve the efficiency and effectiveness of its operations in keeping with the strategic direction of the Ministry.

The incumbent will also be responsible for guiding the preparation of policy manuals and procedures.

2. KEY OUTPUTS (Results, Deliverables)

- Organizational Development policies and strategies developed;
- Advice, recommends and appropriate solution provided;
- Preliminary and final reports containing findings and recommendations prepared;
- New/revised organizational standard operating procedures and manuals developed/documented;
- New and revised output focused Job Descriptions/specifications developed;
- Workflow studies/analysis conducted;
- General Terms of References and service level agreements developed;
- Units and work plans developed;
- Change management strategies implemented;
- Staff needs identified and addressed.

3. KEY RESPONSIBILITIES (Activities, Tasks)

A.) Management/Administrative Responsibilities

- Participates in the development of the operational plan and budget for the Branch, monitors the implementation of the Units Work Plan and Organizational Development Plans;

- Reviews and recommends amendments to Organisational Development policies and strategies based on the impact of implementation and ensures their alignment with the ministry's strategic objectives and best practices;
- Implements appropriate communication mechanisms for the dissemination of policy to all relevant stakeholders;
- Ensures that the work of the unit is properly documented;
- Operates as subject expert and provides advice to line managers on matters relating to areas within the span of control;
- Prepares and submits activity reports as required.

B.) Technical /Professional

- Develops and implements a comprehensive OD Strategy Framework and annual OD Plan to guide the organizational development programmes and projects of the Ministry;
- Examines the Ministry's Corporate and Operational Plans directives and relevant reports to inform the development of the organizational development framework;
- Examines relevant statutes, regulations, acts etc. 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 ;
- Documents and follows up on areas in need of strengthening in terms of structure, systems and processes to inform the OD planning process;
- Develops and recommends appropriate organizational development programmes and solutions with a view to improving the efficiency and effectiveness of the Ministry's operations;
- Employs innovations in the design and implementation of organizational development solutions constraints viz-a- vis changing organizational priorities;
- Studies, proposes and implements systems procedures to develop greater efficiency and productivity;

- Facilitates the Ministry in the review of or staffing structures, role clarity;
- Conducts organizational reviews, systems and procedures studies and makes recommendations;
- Documents organizational changes and conducts analysis;
- Examines the operations and workflow of selected divisions/branches/units to determine systematic weaknesses e.g. duplication/overlaps, waste as well as activities that do not add value to the process by;
 - Conducting interviews with staff
 - Observing the activities of staff in the working environment
 - Administering questionnaires
 - Reviewing previous reports/documents existing job descriptions and charts
 - Preparing flow chart of current operations
- Collects job related data through interviews, questionnaires, observations and examines records to validate findings;
- Ensures that the business processes, contribute to maximum efficiency and effectiveness, develops mechanism to identify need for change within a process, defines the scope, issues, problems, opportunities and processes, gains commitment in principle to pursue the solution;
- Periodically reviews and analyses the Ministry's structure and manpower needs and makes recommendations to management for adjustment to the Ministry's structure and manpower where necessary;
- Develops/reviews standard operating policies and procedures;
- Prepares and issues final report of findings and recommendations;
- Researches and provides information to the Director, Human Resource Management & Development and other stakeholders as requested;
- Incorporates industry practices and research findings;
- Researches, designs and develops proactive policy initiatives and procedures;
- Conducts general/specific and ad-hoc research to inform OD/change management issues;
- Develops and implements a change management plan in collaboration with the Director, Performance Management that will deliver the outputs of the Ministry and identify and assess the impact of and resistance to change;

- Supports the development of specific tools/policies identified by change facilitators;
- Implements OD solutions which will support the Departments modernization and culture change initiatives;
- Contributes to the development and implementation of strategies to narrow the gap between the desired and actual culture;
- Participates in the negotiation of the terms of contract in keeping with the MoFPS guidelines;
- Establishes effective working relationship with line managers to learn more about the role and functions of the Unit, in order to provide appropriate advice on issues within the span of control;
- Collaborates with line managers in the identification of scarce skills and critical competencies necessary to achieve the Ministry's strategic objectives;
- Keeps abreast of current and emerging Organisational Development (OD) trends and best practices and utilizes them for continuous improvement of the services provided by the Unit and the overall improvement of Organisational Development within the Ministry;

C.) Human Resource Responsibilities

- Provides leadership and guidance to staff supervised through effective planning, delegation, communication, training, mentoring and coaching;
- Reviews and approves the individual work plans of staff supervised;
- Supervises and evaluates the performance of staff to ensure that work output is consistent with the work plan;
- Establishes and maintains a system that fosters a culture of team work, employee empowerment and commitment to the Division's goals;
- Contributes to the development and welfare of direct report through the effective use of the performance management system and makes recommendations for training and career development where necessary;
- Disseminates information to staff re changes in policies, procedures and other matters to ensure that high levels of compliance are maintained;
- Establishes and maintains a system that fosters a culture of team work, employee empowerment and commitment to the Branch's and Ministry's goals;
- Fosters an atmosphere of trust, high ethical and confidential standard.

- Ensures that staff supervised is aware of and adheres to the policies, procedures and regulations which guides the operations of the Ministry/Unit;
- Recommend leave for staff supervised in keeping with established Human Resource policies and procedures;
- Participates in the recruitment of staff for the Unit,
- Participates as required in disciplinary proceedings involving staff;
- Conducts monthly and other ad hoc meetings with staff supervised.

D.) Other Responsibilities

- Performs other related duties that may from time to time be assigned.

4. PERFORMANCE STANDARDS (How Success Will Be Measured):

- Organizational Development policies and strategies developed in accordance with established standards;
- Advice given and recommendations provided within an agreed timeframe;
- Reports prepared are accurate and produced within agreed timeframe;
- New and revised output focused Job Descriptions/specifications developed within an agreed timeframe and according to required standards;
- Workflow studies/analysis conducted are timely and in keeping with the Ministry's objectives;
- New/revised organizational standard operating procedures and manuals developed/documented and maintained;
- General Terms of References and service level agreements developed in accordance with established standards;
- Units and individual work plans developed, reviewed and monitored within agreed timeframe ;
- Change management strategies implemented according to stipulated guidelines agreed to with relevant stakeholders;

- Staff needs are clearly identified and addressed in a timely manner.
- Confidentiality and integrity are exercised at all times;

5. INTERNAL AND EXTERNAL CONTACTS:

i) Internal Contacts

Contact (Title)	Purpose of Communication
Director, Corporate Services	Obtain/give advice, receive directives, and guidance, work assignments, provide feedback
Director, Human Resource Management & Development	Obtains/gives advice, receive directives, issues relating to organisational structure and appropriate job description for the Ministry, provide feedback.
Divisional Heads	Collaborate, obtain and share information on appropriate structures, provide feedback.
Other members of staff in the Ministry	Discuss issues in relation to relevant activities
Regional Health Authorities	Collaborate, obtain and share information, discuss issues

ii) External Contacts

Contact	Purpose of Communication
Office of the Cabinet	To receive guidance and provide information
Ministry of Finance and the Public Service /SHRMD)	To obtain information, seek guidance
Organisational Development practitioners (public/private)	Collaborate, obtain and share information

6. REQUIRED COMPETENCIES:

Core

- Excellent presentation, written, oral and communication skills;
- Good human relations and interpersonal skills;
- Excellent planning and time management skills;
- Strong decision-making, and critical thinking skills;
- Excellent research, analytical, and problem solving skills

Director, Organisational Development, Corporate Services
 Division/Human Resource Management & Development Branch,
 Ministry of Health,
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- Excellent leadership, networking and relationship-building skills;
- Ability to exercise sound judgement and attention to detail;
- Excellent skills in teamwork and cooperation;
- Strong strategic visioning skills;
- Strong goal/result orientation;
- Excellent integrity/ethics exercised in the performance of duties.

Technical

- Sound knowledge of Government's regulations and procedures;
- Sound knowledge of Government's administrative systems and operations management;
- Sound knowledge of Organisational Development practices techniques;
- Strong knowledge of the Ministry's policies and procedures;
- Strong knowledge of Human Resource Management principles and practices;
- Knowledge of research methodology;
- Proficiency in the use of relevant computer software and computer applications.

7. MINIMUM REQUIRED EDUCATION AND EXPERIENCE:

- First Degree in Management or Social Science or equivalent;
- Five (5) years experience in Operations Management or Human Resource Development to include at least two (2) years in a similar position;
- Specialized training in Management Consultancy/Analysis

8. SPECIAL CONDITIONS ASSOCIATED WITH THE JOB:

- Required to work beyond normal working hours whenever the need arises.
- Travel locally whenever the need arises;
- Possession of a valid Drivers' Licence and a reliable motor vehicle.

9. AUTHORITY:

- To recommend changes in organizational structures and staffing;
- To recommend policy/legislative changes to facilitate reform proposal;
- To recommend areas for particular types of intervention/review;
- To implement approved changes in all Divisions/Branches/Units of the Ministry.

10. WORKING CONDITIONS:

- Normal office conditions.