

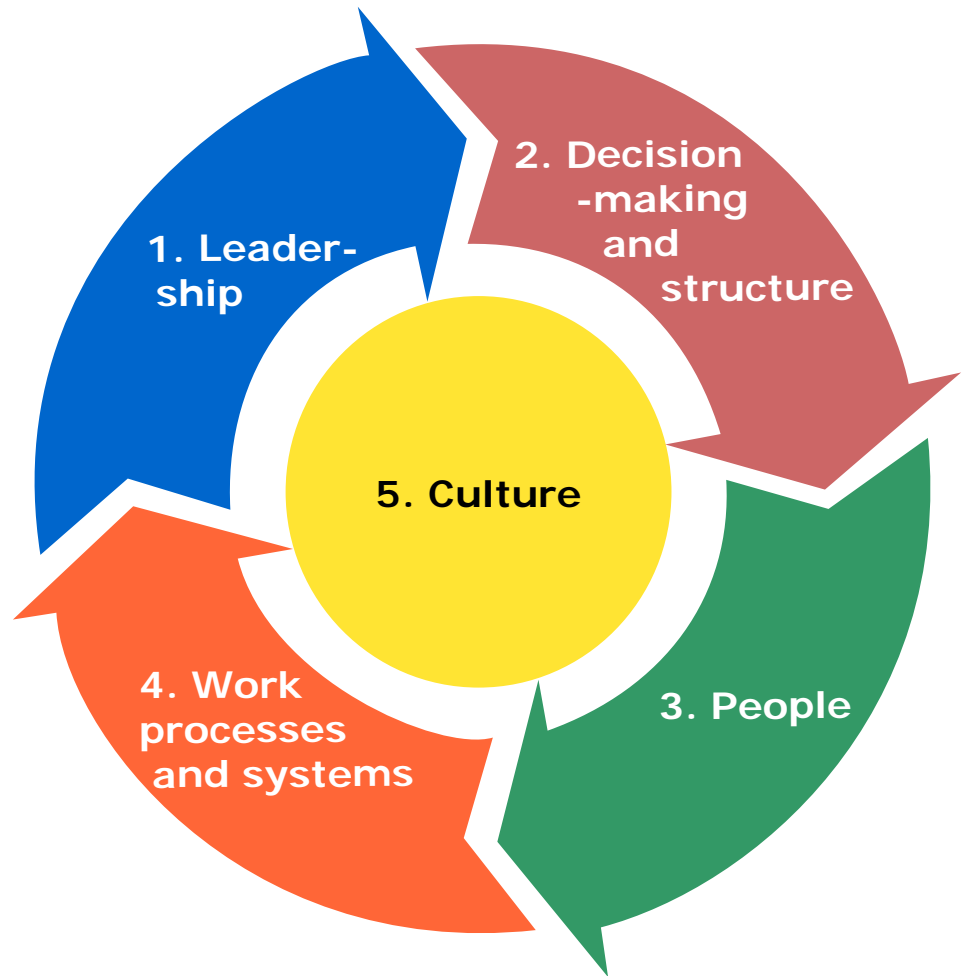
Designing and Filling New Positions

February 2009

Overview

- In this document we provide an introduction to Bridgespan’s perspective on “People,” one of five key elements of effective organization design
- We begin with a brief overview of effective organization design
 - For more detail, please see the audio presentation “Effective Organizations Achieve Superior Results”
- We then describe how the “People” element feeds into an effective organization, with a focus on designing and filling new positions
 - Specifically, we discuss **designing new positions** and **assessing internal candidates for those positions**
 - We include a **case example of MY TURN**, a nonprofit that followed the process of designing and filling new positions
- For additional resources on this topic, we have included links to companion articles, toolkits, and templates, all of which are available on www.bridgespan.org:
 - “**Business Planning for Nonprofits**”
 - **Position profile toolkit and template** for designing new positions
 - **Skills assessment toolkit and tool** for assessing the fit of internal candidates for new positions
 - **Hiring toolkit** for filling positions externally

Effective organization design considers five, interrelated components



- Clear vision and priorities
- Cohesive leadership team



- Clear roles and accountabilities for decisions
- Organizational structure that supports objectives



- Organizational and individual talent necessary for success
- Performance measures and incentives aligned to objectives



- Superior execution of programmatic work processes
- Effective and efficient support processes and systems



- 'High performance' values and behaviors
- Capacity to change

Principles of effective organizational design

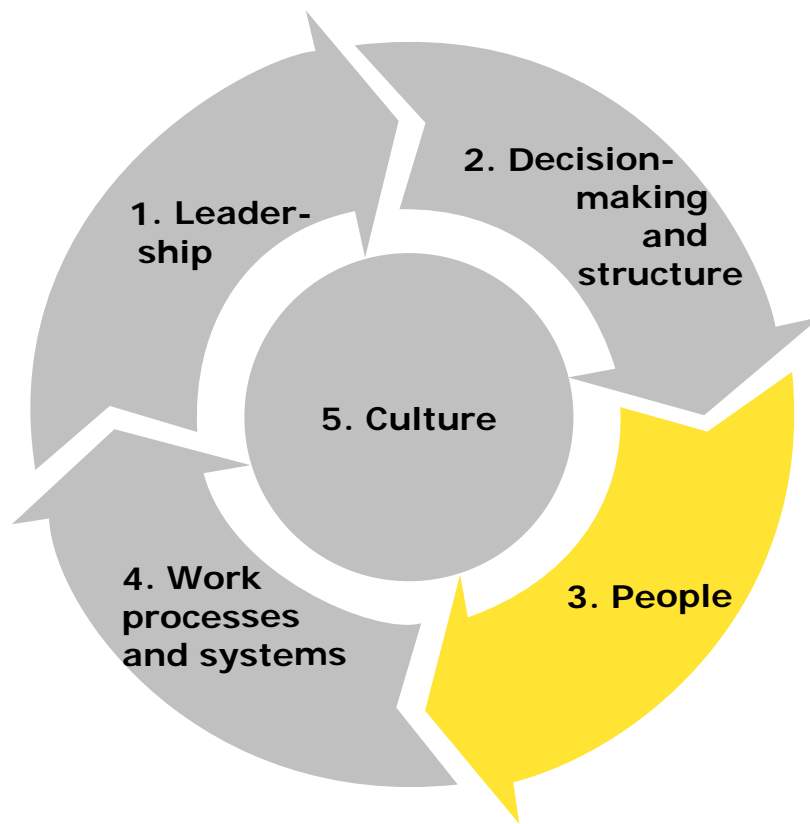
- 1 Consider all five components of the “wheel”:** A common misstep is to focus on structure alone (boxes and reporting lines) as the solution
- 2 Align the five components to one another:** One element that “doesn’t fit” can limit the performance of the whole system
- 3 Align strategy and organization to one another:** Organizational strengths and weaknesses influence the range of feasible strategies; in turn, organizations should evolve with any new strategic direction

Gaps in multiple aspects of organizational design can decrease organizational effectiveness

Symptoms of an ineffective organization	Likely root causes				
	Leadership	Decision-making & structure	People	Work processes & systems	Culture
Lack of coordination: work unfinished, teams isolated, out-of step	X	X		X	
Excessive conflict: Needless friction among internal groups	X	X	X		
Unclear roles: Functions overlap and/or fall through the cracks; lack of performance expectations		X	X		
Gap in skills or misused resources: Missing or underutilized skills or resources	X		X	X	
Poor work flow: Disruptions, cumbersome processes				X	
Reduced responsiveness: Slow reactions to environmental shifts	X	X			X
Conflicting communications: external stakeholders confused, complaining				X	
Low staff morale: lack of confidence or drive; poor teaming	X		X		X

Source: Strategic Organization Design: An Integrated Approach, Mercer Delta Consulting (2000); Interview with Peter Thies, Equinox Organizational Consulting; Bridgespan analysis

An effective organization depends on having the right people directed toward the right objectives



- The organization has the overall talent and capability to achieve its goals
 - The organization attracts and retains talent with the right skills needed for success
 - The right people are in the right jobs
 - Effective leadership development grows talent for future needs
- Performance measures and incentives are aligned with the organization's objectives
 - There are clear measures of success for the organization, departments and programs, and individuals, all of which are aligned with the organization's goals
 - Employees understand how their work aligns with the organization's priorities and are assessed based on those priorities
 - There is a culture of feedback that promotes development and transitions into leadership positions

Some basic principles of designing and filling new positions

- Be clear about the need for new positions in terms of how they will **help the organization achieve its intended impact**
 - All positions should link with and be driven by the overall strategy
- When defining the role, be clear about the **role requirements**
 - Technical aspects
 - Involvement in key decision-making
 - Leadership of major work processes
 - Competencies needed
- Take into account **interdependencies with existing positions**
 - Define how the new position will work with existing positions to avoid confusion about roles among staff
- Before searching externally, consider **internal candidates** to fill the new roles

Approach to designing and filling new positions

	Step 1: Define strategic requirements	Step 2: Identify gaps in organizational capabilities	Step 3: Design new and modified positions	Step 4: Assess internal candidates	Step 5: Fill new and modified positions
Activities:	<ul style="list-style-type: none"> Clarify your strategic priorities (often outlined in a business plan) 	<ul style="list-style-type: none"> Determine what capabilities are required to achieve your strategic priorities Identify any gaps in current capabilities Decide which positions you need to modify or add to fill those gaps 	<ul style="list-style-type: none"> Revise the definitions of existing positions as necessary Develop position profiles for new positions 	<ul style="list-style-type: none"> Identify and assess the skills of internal candidates for the new and modified positions 	<ul style="list-style-type: none"> Consider the following options: <ul style="list-style-type: none"> Hiring the best-suited internal candidate Advertising externally Engaging an external search firm Determine how you will train existing staff to fill new roles
Links to Bridgespan resources:	<ul style="list-style-type: none"> Business Planning for Nonprofits 		<ul style="list-style-type: none"> Position Profile Toolkit.pdf Position Profile Template.doc 	<ul style="list-style-type: none"> Skills Assessment Toolkit.pdf Skills Assessment Tool.xls 	<ul style="list-style-type: none"> Hiring Toolkit



A case example on the following pages illustrates this process, and the “Bridgespan resources” above provide additional guidance

MY TURN case example

MY TURN is a nonprofit organization that supports at-risk youth on the path to successful adulthood

Serves 14- to 21-year-old youth facing major obstacles ...

- Life in small urban communities
 - High poverty and unemployment
 - Poor educational outcomes
 - Limited infrastructure (e.g., public transit)
- Significant barriers to educational and professional success
 - Lack of education and/or credentials among youth and their communities
 - Sparse work experience and opportunities

... with a many-pronged approach focused on relationships ...

- Pairing each youth with an expert MY TURN case manager in a sustained, supportive relationship
- Coordinating with community partners to ensure youth access to essential services
- Providing structured career and educational planning tailored to individual youth needs
- Following up with each youth for a full year after program completion

... to achieve an array of life-changing outcomes over time

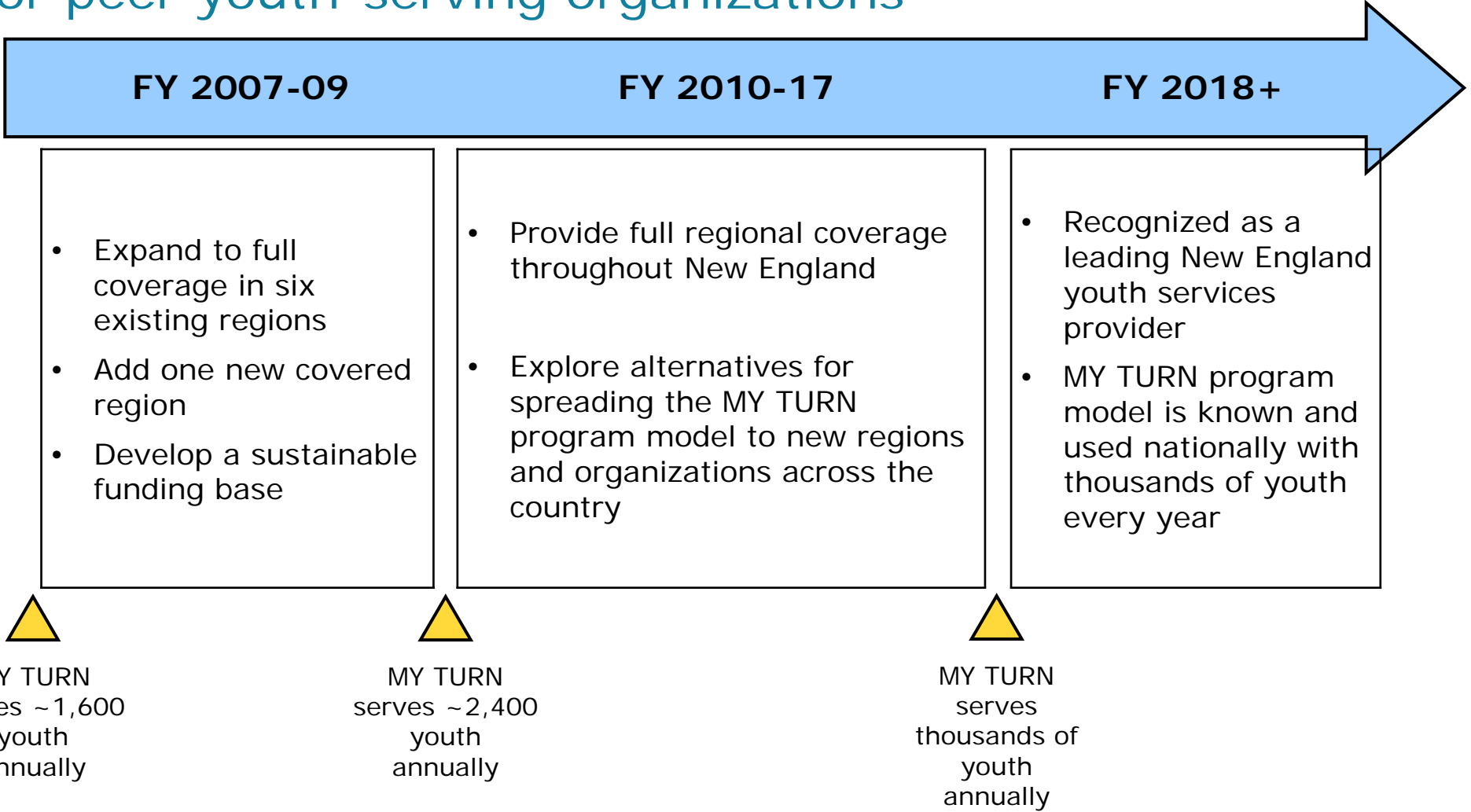
- In the short term
 - An increased sense of “belonging” and competence
 - Enhanced skills and knowledge related to education and professional options
- In the medium term
 - Job placement
 - Resuming education, including college
- In the long term
 - Job retention and success
 - Acquisition of educational and/or professional credentials
 - Completion of freshman year of college

As it anticipated future growth, MY TURN followed a structured process to identify the people the organization would need to succeed

Step 1: Define strategic requirements	Step 2: Identify gaps in organizational capabilities	Step 3: Design new and modified positions	Step 4: Assess internal candidates	Step 5: Fill new and modified positions
<ul style="list-style-type: none"> • Base definitions on organization's vision and priorities <ul style="list-style-type: none"> – Often outlined in a business plan 	<ul style="list-style-type: none"> • Determine what capabilities are required to achieve the strategic objectives • Identify key capability and skill gaps 	<ul style="list-style-type: none"> • Revise definitions of existing positions as necessary to deliver on strategic imperatives • Identify new positions required, and develop position profiles 	<ul style="list-style-type: none"> • Identify and assess the skills of internal candidates for new and/or revised positions 	<ul style="list-style-type: none"> • Consider the following options: <ul style="list-style-type: none"> – Hiring the best-suited internal candidate(s) – Advertising externally for candidates – Engaging an external search firm



In 2006, MY TURN articulated a 10-year vision: to serve more youth in need and provide a proven program model for peer youth-serving organizations



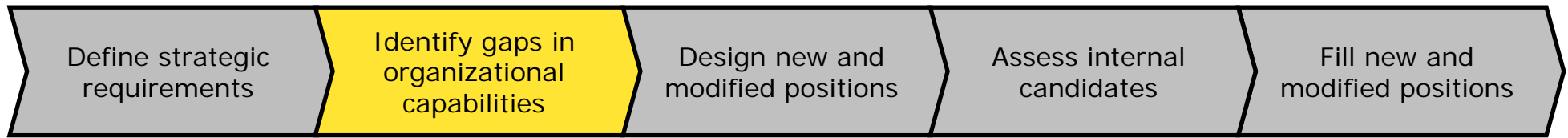
Source: MY TURN, Inc. Business Plan FY 2007-09, created July 2006



To realize its vision, MY TURN set strategic priorities of growing selectively and securing a sustainable funding base over a three-year period

	Objective	Strategic priorities for the next three years
Growth:	<ul style="list-style-type: none"> Expand to full coverage in six currently-served regions Establish services in one new region 	<ul style="list-style-type: none"> Go deeper in existing regions wherever possible Expand to one new region in New England
Funding:	<ul style="list-style-type: none"> Develop a sustainable funding base for program costs 	<ul style="list-style-type: none"> Tap into new sources of local and regional funds Involve MY TURN regional leadership in fundraising efforts Identify a funding model to support MY TURN's future sustainability

Source: MY TURN, Inc. Business Plan FY 2007-09, created July 2006



MY TURN then identified the gaps between its current organizational capabilities and those required to achieve its strategic priorities

Capabilities to support growth in MY TURN's **programs**

- ① Large-scale project management
- ② Management and coordination of regional sites
- ③ Direct youth service (e.g., curriculum development, teaching, mentoring)

Capabilities to support growth in MY TURN's **infrastructure**

- ① Fundraising and financial management
- ② Expanded HR and IT staff and expertise
- ③ Greater lobbying and marketing support



MY TURN articulated roles and responsibilities for all new positions; some samples are below

Position	Role	Responsibilities
Deputy Director	<ul style="list-style-type: none"> Support Executive Director with leadership of the organization 	<ul style="list-style-type: none"> Assist with policy and management of MY TURN Assist with program support and expansion through the brokering of key relationships with key stakeholders Support and expand the Board of Directors Support and assist the development department with the fund development plan
Expansion Manager	<ul style="list-style-type: none"> Lead day-to-day growth efforts 	<ul style="list-style-type: none"> Coordinate and support efforts to deepen and expand MY TURN offerings in existing and new regions Lead start-up efforts in new region, including due diligence, recruitment of new staff, identification of office space, etc. Research funding for new region
Curriculum Coordinator	<ul style="list-style-type: none"> Insure quality of curriculum for all programs through ongoing modifications and improvements 	<ul style="list-style-type: none"> Map in-school curriculums to the applicable state frameworks Facilitate focus groups with appropriate stakeholders to review and improve program curriculum for all MY TURN employment skills trainings Research best practice programs to integrate into curriculum improvements



Some existing positions were modified or expanded

Position: Regional Coordinator

Continuing responsibilities	New responsibilities	Targets
<ul style="list-style-type: none"> • Oversee MY TURN operations in a given region • Liaise between the central office and line staff • Hire and manage all line staff • Pursue regional expansion opportunities 	<ul style="list-style-type: none"> • Work with MY TURN's development staff to pursue local and regional funding sources • Engage regional advisory board in fundraising efforts 	<ul style="list-style-type: none"> • Raise a minimum of \$10K per year from local and regional sources

Define strategic requirements

Identify gaps in organizational capabilities

Design new and modified positions

Assess internal candidates

Fill new and modified positions

MY TURN assessed internal candidates' "fit" for new and revised positions using a skills assessment tool

Job title	Regional Coordinator, MY TURN
Candidate	Jane Smith, Case Manager, MY TURN

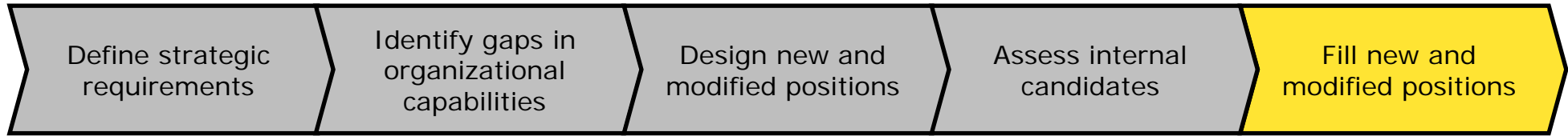
Assessment of Technical Capabilities

Capability	Priority	Current Level	Required Level	Capability Gap	Qualitative Observations/Other
Supervising operations	3	2	2	0	• Demonstrates this capacity in coordinating multiple services for participating youth.
Liaising with HQ and field staff	3	2	2	0	• Capabilities mentioned above also apply to this area.
Pursuing expansion opportunities	3	1	2	-1	• Jane's work has been exclusively site-focused to date.

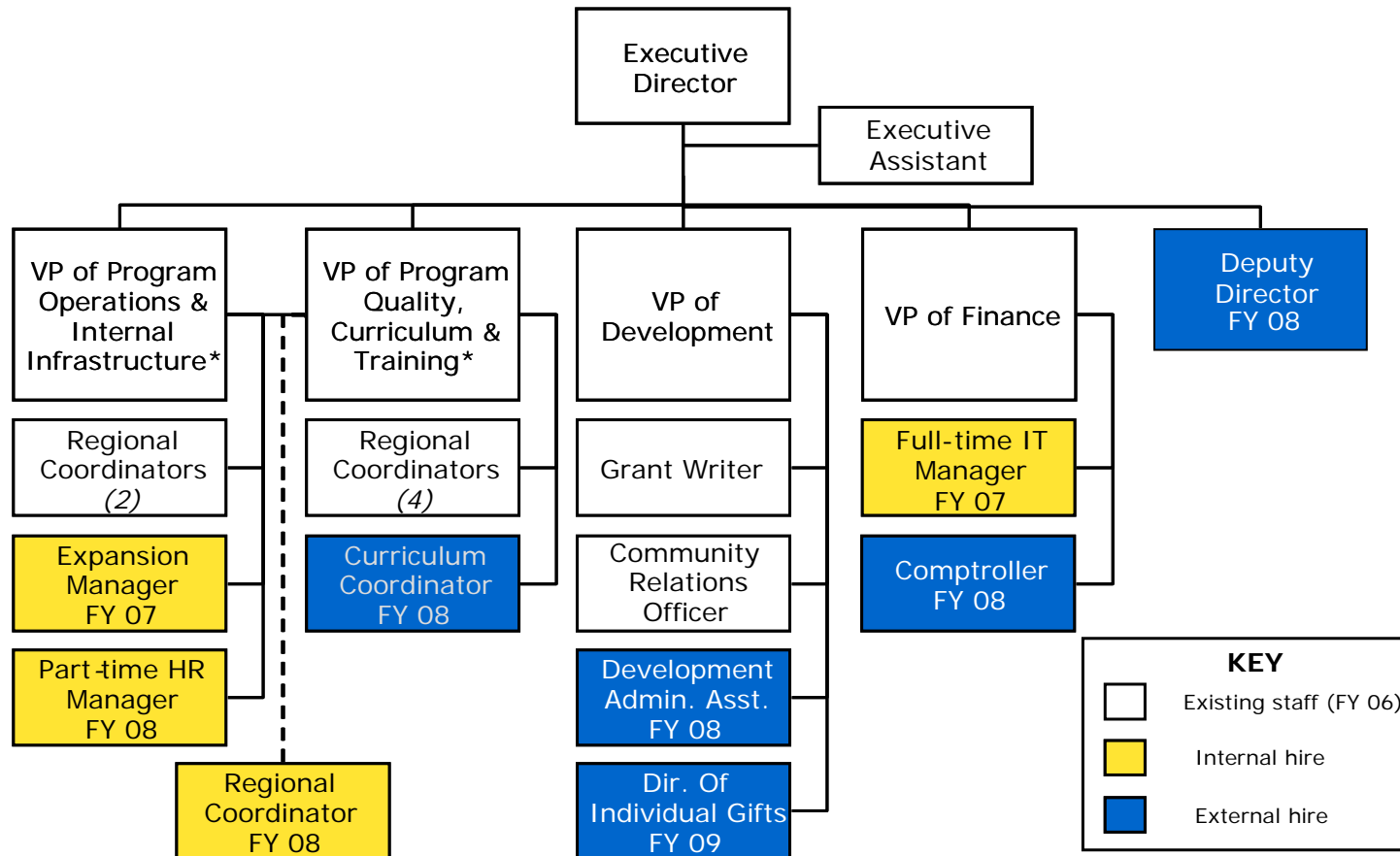
Assessment of Management Capabilities

Capability	Priority	Current Level	Required Level	Capability Gap	Qualitative Observations/Other
Fundraising	2	1	2	-1	• No proven ability, but cultivates strong relationships with current funders.
Engaging Board members	3	2	3	-1	• Cultivates strong social/working relationships with our Board. Has not yet been asked to mobilize them around organizational initiatives.

Source: MY TURN, Inc. Business Plan FY 2007-09, created July 2006



MY TURN ultimately developed a plan to fill the new and expanded positions over time with internal and external hires



Note: Exact titles TBD for positions marked with an asterisk (*). Does not include line staff, who will be added each time an additional program is added. Also does not include Evaluation, which would likely be overseen by the VP of Program Quality

Source: MY TURN, Inc. Business Plan FY 2007-09, created July 2006