

Position Profile Toolkit

Step 3 of “Designing and Filling New
Positions”

February 2009

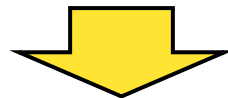
This toolkit provides detail on Step 3 of the “Designing and Filling New Positions” process

	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

Some basic principles of profiling new positions

Position profiles should:

- Make a clear link to the organization's overall strategy, vision, and priorities
 - Incorporate Step 2 (Identify Gaps in Organizational Capabilities)
- Define the position's fit with other critical organizational elements such as leadership, decision-making, work processes, and culture
- Clearly define the major responsibilities, activities, and qualifications necessary
- Identify who the individual in this position interacts with and where interdependencies may exist with other roles and functions
- Clarify reporting relationships by defining areas of authority and accountability
- Provide information on key performance indicators (i.e., how the individual will be evaluated)



Once a position profile is created, it can easily be turned into a job description for internal or external use

A position profile addressing these questions will provide significant guidance to your organization

Job title	
Position summary	<p>What are the high level responsibilities and activities for this position? How do these link with the organization's overall strategy? What other positions will s/he work in close collaboration with? Who will this individual report to?</p>

<p><u>Major responsibilities</u></p> <ul style="list-style-type: none"> • What are the major areas of responsibility that this position covers? • What specific activities related to these high-level areas would this position be accountable for? • What are some examples of specific deliverables? 	<p><u>Key capabilities</u></p> <ul style="list-style-type: none"> • What technical skills and general management competencies are required? • What prior knowledge and past experiences would help someone be successful in this position?
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<p><u>Interdependencies with other functions</u></p> <ul style="list-style-type: none"> • Who does this position interface with? Are there relevant connections with positions within other departments? • What other aspects of the overall organizational structure are influenced by this position? 	<p><u>Reporting relationships</u></p> <ul style="list-style-type: none"> • What are the areas over which this position has authority and accountability? • Are there reporting lines that need to be clarified or introduced that connect closely with this position?
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<p><u>Key Performance Indicators</u></p> <p>KPI's should be focused on what the role should accomplish and not a specific individual. Individual goals would be set with a Manager during goal setting discussions. KPI's should be described in terms of "Must Do's" in the role.</p>

Your organization can customize this position profile template according to its needs*

Job title	
Position summary	

Major responsibilities

Key capabilities

Interdependencies with other functions

Reporting relationships

Key performance indicators

* [Click here for a Word version of this template.](#)

Example: Manager of behavioral health site expansion for a youth-serving organization (Page 1 of 3)

Job title	Manager, behavioral health site expansion
Position summary	The Manager of behavioral health site expansion will oversee the roll out of behavioral health programs to PROGRAM sites to support PROGRAM's strategic goal of integrating health care and youth care services into a single continuum at sites. The Manager will participate in the site selection process, form teams to conduct behavioral health roll out, and ensure that the programs are ready for replication and that compliance systems are in place prior to roll out. The ideal candidate will have understanding of behavioral health programs and legal compliance requirements, as well as experience in managing complex processes and large teams. The Manager will report up through the PROGRAM'S national structure.

Major responsibilities

- **Manage all aspect of behavioral health roll out:** “Owns” implementation plan for integration of health care and youth care services into a single continuum at sites.
 - Includes oversight of: (i) roll out of Therapeutic Group Homes and BH/psychology programs to sites; (ii) establishment of relationships with physician groups; and (iii) identifying and collaborating with Residential Treatment Centers and inpatient psychiatric care providers.
 - Works closely with site Executive Directors in rollout process.
- **Participate in site selection process:** Works with site selection committee to determine high-priority sites for establishing full continuum of care.
 - Brings needs of behavioral health programs to decision making process.
 - Identifies regulatory requirements in each state that must be met prior to BH roll out.
- **Form teams to support BH roll out:** Identifies necessary team members and forms teams to support roll out of behavioral health programs to the sites.
 - Engages participation of current PROGRAM experts on each program.
 - Forms teams to support new programs at sites, identifying new hires necessary.
- **Plan behavioral health roll out**
 - Plans staging and timing for roll out.
 - Ensures programs are ready for replication, in particular that policies and procedures for each program are sufficiently codified, before program is established at a site.
- **Establish compliance program and infrastructure:** Works with Youth Care and Health Care staff to identify IT investment, staffing, and policies necessary to ensure legal compliance at sites.
 - Support development of a Youth Care Compliance program, working with Health Care compliance staff.
 - Develop legal audit team, system and procedures.
 - If necessary, hire centralized staff to oversee site compliance and oversee hiring of compliance staff at sites.

Example: Manager of behavioral health site expansion for a youth-serving organization (Page 2 of 3)

Key Capabilities

- **Knowledge of behavioral health programs and, ideally, of PROGRAM offerings:** Understanding of high-level regulatory and management requirements for behavioral health programs. Ideally, working knowledge of PROGRAM offerings, including Therapeutic Group Homes, Residential Treatment Centers, behavioral health/psychology program, and medical care on the home campus.
- **Contracting (youth care):** Knowledge of the local government contracting environment for human services, preferably related to children and youth.
- **Understanding of PROGRAM & youth care field:** Understanding of PROGRAM and/or similar youth serving programs. Conversant in latest research and best practices in the youth care field, including the continuum of care concept.
- **Risk management:** Possesses good judgment and ability to manage risk throughout a national organization. Knows when to elevate a risk to upper management for consideration.
- **Influencing:** Gets others to accept ideas by using convincing arguments; creates a win-win situation and responds appropriately to key stakeholders.
- **Collaboration:** Effective at working with others to reach a common goal or objective.
- **Communications:** Skilled in creating written and oral communications for various audiences. Ability to convey complex ideas through brief, simple materials. Experience and credibility when presenting materials to multiple audiences.
- **Planning:** Experience in complex project planning.
- **Project Management:** Experience in leading complex expansion projects, managing multiple teams working in parallel, including coordinating with peers to achieve desired outcomes, and tracking and reporting on progress to senior managers/Board of Directors.
- **Relationship Building:** Ability to build and maintain productive long-term relationships with key stakeholders.

Example: Manager of behavioral health site expansion for a youth-serving organization (Page 3 of 3)

Interdependencies with other functions

- Works across multiple functions to include: legal, youth care and health care staff, IT, and HR

Reporting relationships

- National Program Leader
- Dotted line to site Executive Director
- Team leader, coordinates and organizes functional roles to deliver on site expansion

Key Performance Indicators

- All sites will be in full compliance with OSHA standards
- Staffing plan will be completed in time and within budget by
- Policy and procedures will be fully operational at each site by....