Division of Labor Samples

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| About This Resource Used alongside individual role expectations, a division of labor document clarifies areas of responsibility among two or more people.  A division of labor document can be especially helpful for leadership teams (such as an executive director and a chief operating officer) where members have similar spheres of influence—or among highly collaborative teams where staff share some work areas or skills. It often helps to consider each person’s [comparative advantage](https://www.managementcenter.org/resources/delegate/) when delineating responsibilities.  We have included two samples to show how duties or priority areas can be delineated 1) between senior leaders in a close working relationship, and 2) among members of a team or department.  While a division of labor is typically a more static document, it can be used alongside a [MOCHA](https://www.managementcenter.org/resources/assigning-responsibilities/), which helps leaders clarify roles on specific projects.  Here’s what’s included:   * [Executive Director and COO](#n52fdmzga7zj) * [Team or Department](#p2td8lwsszj9) |

# Division of Labor | Executive Director and COO

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|  | **Executive Director** | **Chief Operating Officer** |
| **Board** | * Manage board relations and serve as point person | * Support ED as requested |
| **Fundraising** | * Owns 20XX fundraising goal; lead strategist and pitch-maker | * Ensure ED and Development Director have support they need (manage plan for internal tracking systems) |
| **External Relations** | * Lead spokesperson for and face of organization | * Serve as spokesperson on occasion and own key external meetings |
| **Issue and Campaign Management** | * Consult on “major” decisions and (rarely) use veto power to stop a particular action * Give input/suggest ideas on day-to-day issues | * Responsible for making decisions on all day-to-day issues, figuring out decision- making process (incl. what meetings need to happen and how they should be run), consulting ED as needed * Get ED’s input on all major decisions |
| **Staff Management** | * Manage COO and back him up once decision has been made * Use veto power sparingly over management decisions | * Manage all day-to-day operations, including Executive Office, Comms, Dev, Research, Finance, and HR * Determine appropriate staff roles and reporting lines and evaluate senior staff * Make hiring and firing decisions, consulting ED as appropriate |
| **Annual Plan** | * Give up-front input on and have final sign-off on plan | * Manage to annual plan and ensure goals are met; drive next year’s goal-setting process |
| **Strategic Vision** | * Set strategic vision | * Be resource to ED in setting vision |
| **Legal Compliance** | * Consult on key matters | * Manage legal team in order to ensure legal compliance |
| **Budget** | * Provide up-front input and sign-off on final budget | * In consultation with ED (especially on relevant development issues), develop budget and manage to it |
| **Special Projects** | * Develop new ideas and consult on implementation | * Ensure projects are executed well, with emphasis on building needed capacity (e.g., hiring top talent to carry out special projects) |

# Division of Labor | Team or Department

This example for a communications department shows priority areas and roles. Because this team often uses [MOCHA](https://www.managementcenter.org/resources/assigning-responsibilities/) for specific projects, the team also blends some MOCHA language into their division of labor.

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|  | **Communications**  **Director** | **Digital**  **Director** | **Communications**  **Manager** | **Curriculum**  **Manager** |
|  | Reports to Deputy Director | Reports to Communications Director | | |
| **1) External Communications** | Overall **manager/approver**  **Owner:**   * comms strategy * earned media * book * major projects   **Helper:** newsletter content and editing as needed | **Owner:**   * website * social media & digital campaign strategy * data strategy and audience targeting   **Consulted:**   * comms strategy   **Helper:** major projects | **Owner:**   * editing and publishing across platforms * CRM and CMS * data tracking & automations   **Consulted:**   * social media and website   **Helper:** content, media monitoring | **Owner:**   * resources library * bridge b/t Comms & Program teams   **Consulted:** comms strategy, book, website  **Helper:** training-related newsletter and social media |
| **2) Internal Communication & Systems** | Overall **manager/approver**  **Owner:** internal systems strategy and content  **Helper:** reply to inquiries | **Owner:**   * media kits * digital assets * intranet IA   **Helper:** reply to inquiries | **Owner:**   * tracking & dispatching internal inquiries * maintaining documentation systems * intranet logistics | **Owner:**   * training curricula * tools & templates for program team |
| **3) Data and Evaluation** |  | **Owner:** data strategy, user testing and polling | **Owner:** marketing reports  **Helper:** polls and surveys | **Owner:** Participant survey collection and analysis |