Division of Labor Samples

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| About This ResourceUsed 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)
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# 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
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| **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)
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| **External Relations** | * Lead spokesperson for and face of organization
 | * Serve as spokesperson on occasion and own key external meetings
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| **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
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| **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
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| **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
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| **Strategic Vision** | * Set strategic vision
 | * Be resource to ED in setting vision
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| **Legal Compliance** | * Consult on key matters
 | * Manage legal team in order to ensure legal compliance
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| **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
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| **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)
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# 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 |