



**Job Code:** 8051  
**Grade:** 24  
**HCWR:** N

**Job Title**

Director of Organizational and Workforce  
Development

**Department**

Human Resources

This position is exempt from Career Service under the CCH Personnel Rules.

**Job Summary**

The Director of Organizational and Workforce Development will lead the overall organizational and workforce development function for Cook County Health (CCH) in a manner that supports the leadership team's efforts to achieve the organization's goals and implement organizational policies that support CCH's mission and strategic direction. This position works with CCH leaders and management to strengthen CCH business development and workplace culture. This position is responsible to plan, design, develop, direct, implement, and administer to scale organization-wide strategic organizational development initiatives related to talent management, talent development, leadership development, change management, performance management, OD assessments and interventions, team development, competency modeling, career pathways and succession planning to enable the achievement of the Organization's Objectives. The Director facilitates the creation of human capital development solutions by planning, organizing, and developing appropriate interventions, such as core practical training curricula, content, materials, and programs, as well as providing tools and resources for teams and leaders to be healthy and productive. This role will require identifying and sharing the insights and key problems impacting culture and organizational effectiveness, driving cross-functional efforts to execute against the highest priority problems. The Director is responsible for the leadership and management of the Workforce Development, OD and Performance and Training and Leadership Development sections of the CCH Human Resources Department.

**General Administrative Responsibilities**

*Collective Bargaining*

- Review applicable Collective Bargaining Agreements and consult with Labor Relations to generate management proposals
- Participate in collective bargaining negotiations, caucus discussions and working meetings

*Discipline*

- Document, recommend and effectuate discipline at all levels
- Work closely with labor relations and/or labor counsel to effectuate and enforce applicable Collective Bargaining Agreements
- Initiate, authorize and complete disciplinary action pursuant to CCH system rules, policies, procedures and provision of applicable collective bargaining agreements



**General Administrative Responsibilities**

*Supervision*

- Direct and effectuate CCH management policies and practices
- Access and proficiently navigate CCH records system to obtain and review information necessary to execute provisions of applicable collective bargaining agreements

*Management*

- Contribute to the management of CCH staff and CCH' systemic development and success
- Discuss and develop CCH system policies and procedures
- Consistently use independent judgment to identify operational staffing issues and needs and perform the following functions as necessary; hire, transfer, suspend, layoff, recall, promote, discharge, assign, direct or discipline employees pursuant to applicable Collective Bargaining Agreements
- Work with Labor Relations to discern past practice when necessary

**Typical Duties**

- Works collaboratively with CCH leadership to create the organization's learning vision and organizational development strategy appropriate for achieving the organizational mission, as well as the long- and short-term goals
- Partners with operational leadership (clinical, non-clinical, and support services) to identify areas in need of training and education, general performance improvement, or specific technical skills development
- Develops and implements change management initiatives to address needs and support organizational strategies and goals
- Provides best practices, tools, and resources for organizational effectiveness
- Drives a cohesive and patient-centric and employee- centric culture
- Works to streamline support for organizational leaders
- Ensures staff education and training follows Joint Commission and regulatory compliance standards
- Assists with the design and development of professional development courses and educational programs to meet specific training needs
- Tracks and analyzes training programs by examining learners' satisfaction levels, proficiency testing, and job performance
- Monitors, evaluates, and reports on program outcomes.
- Determines appropriate learning resources and delivery methods for adult learner; determines the cost benefit of designing programs in-house or using external subject matter experts; and is the primary interface with all education vendors
- Provides daily supervision and direction to the, organization development and learning and development teams in the design and implementation of appropriate learning interventions and training programs, and Supports the design, development, and implementation of the performance management process



### **Typical Duties**

- Builds the process, tools, and resources for 1:1 Conversations
- Manages the continuing evolution of the Talent Review process to include competencies, development planning, connection to internal and external leadership development resources
- Consults and coaches to build a culture of positive performance improvement
- Develops the HR Business Partners and HR Liaisons to be internal consultants, coaches, and group facilitators to build a proactive positive performance culture
- Ensures learning strategies and solutions are intended to close performance gaps and are connected to measurable performance improvements, including process optimization and standard operating procedures
- Develops a competency model for CCH leaders both clinical and non-clinical at all the different levels
- Works in collaboration with the organization's leaders to ensure strategic alignment of leadership development activities with our organization strategy
- Leads the design and delivery of a cohesive set of leadership development activities that contribute to the attraction, retention, and development of leaders at all levels (including management of external vendors, where appropriate)
- Provides consultative and strategic input to the Chief Learning Officer for Certified Clinical Program Development and Management for pipeline qualification needs
- Designs and implements a Succession Planning program to ensure availability of critical talent within the organization
- Oversees employee engagement process and strategy implementation; may be required to create customized assessment tool
- Participates on and may be asked to co-lead the Employee Engagement Committee and other committees to ensure effective workforce development and satisfaction
- Supports HR teams and CCH leadership on continuous improvement of on boarding, orientation, and exit processes
- Provides guidance and oversight to the Workforce Development team and assists with strategy development and implementation of programming by that group, including oversight of the volunteer programs and internship and fellowship opportunities
- Oversees the operating budget for programs within the areas of education, performance management, employee engagement, and workforce development
- Manages multiple vendor relationships in support of training initiatives, assessment tools, and designated system needs
- Assists in conducting RFP processes, contract negotiations, and oversee vendor engagements
- Oversees the continuous improvement and effectiveness of the CCH workforce

### **Reporting Relationship**

Reports to Associate Chief Human Resources Officer

### **Minimum Qualifications**

- Master's degree in Organizational Psychology, Organizational Development, Human Resource Management, Business, Social Services or related field
- Seven (7) years' management, senior consulting, or Strategic HR Business Partner



### **Minimum Qualifications**

experience with a focus on strategy, organizational development, leadership development, inclusory leadership, workforce learning and development, performance management, career development, and/or change management

- Five (5) years' experience in the most current education and training theories and methodologies including both conventional (i.e., classroom) and contemporary (i.e., electronic learning management) approaches
- Five (5) years' experience in a management role
- Prior experience designing in-house programs such as Succession Planning, performance management, and designing employee engagement surveys
- Experience with statistical analysis and ability to consolidate and interpret results of organizational surveys

### **Preferred Qualifications**

- Professional experience in instructional technology, distance learning, blended learning, and content development and delivery via web-based (self-paced), live online (virtual), and in-person channels
- Prior experience conducting leadership training for medical, clinical personnel, or technical healthcare personnel
- Prior experience in strategic planning
- Prior experience in health care, pharmaceuticals, health insurance and/or health care associations
- Prior health care regulatory experience (i.e., Joint Commission, OSHA, etc.)
- Prior experience working for a government agency or union environment

### **Knowledge, Skills, Abilities and Other Characteristics**

- Positive interpersonal skills and the ability to build relationships with key leaders and managers
- Strong knowledge of adult learning theory, instructional design, learning technologies
- Familiar with quality and productivity tools
- Strong project management skills
- Ability to prepare departmental budgets
- Excellent communication skills to prepare written materials, correspond with administrative personnel, hospital personnel and the general public
- Ability to provide supervision, guidance and direction to staff
- Ability to work with a diverse employee population
- Knowledge of good office management principles, knowledge of good supervisory and training techniques
- Ability work well under pressure
- Demonstrates respect and sensitivity for cultural diversity and working with employees, co-workers, patients, clients of diverse backgrounds
- Analytical skills; problem-solving skills
- Conflict management skills



**Knowledge, Skills, Abilities and Other Characteristics**

- Strong decision making skills; ability to discern and selectively communicate critical information
- Attention to detail
- Work to deadlines
- Proficient in Microsoft Office products
- Flexibility and adaptability in performing work duties
- Ability to analyze data and provide recommendations
- Full understanding of regulatory and compliance requirements and ability to guide others in their application
- Knowledge of specific software program; strong knowledge of Microsoft Office Suite and other publication software
- Ability to work independently through the completion of projects and assignments
- Strong organizational skills

**Physical and Environmental Demands**

This position is functioning within a healthcare environment. The incumbent is responsible for adherence to all hospital and department specific safety requirements. This includes but is not limited to the following policies and procedures: complying with Personal Protective Equipment requirements, hand washing and sanitizing practices, complying with department specific engineering and work practice controls and any other work area safety precautions as specified by hospital wide policy and departmental procedures.

**The above statements are intended to describe the general nature and level of work being performed by people assigned to this classification. They are not intended to be construed as an exhaustive list of all responsibilities, duties and skills required of the personnel so classified.**

**For purposes of the American with Disabilities Act, “Typical Duties” are essential job functions.**