**Role Definition**

**NOTE:** This document doesn’t cover or list every title on our organization chart. This is meant to be a general guide for levels of job titles to ensure consistency and transparency.

**Team Leaders**

1. Chief
	* Accountable to the CEO in achieving the organization’s strategic plan
	* Collaborates with CEO and other leadership in planning and establishing priorities for the organization.
	* Monitors the external environment for opportunities and threats for the entire organization and modify actions accordingly
	* Significant professional expertise and experience in functional area.
	* Provides strategic and executive level leadership to department and team leaders and is indirectly and ultimately accountable and responsible for all employees within the department.
	* Cultivate relationships in professional organizations and peer groups to bring ideas and opportunity to the organization
	* Oversees areas of responsibility with a focus on legal compliance and protection of the organization and employees
2. Vice President
	* Strategist for their functional area(s)
	* Monitors the external environment for opportunities and threats in their functional area
	* Develops annual workplans and budgets; integrates their workplans with other functional areas
	* Monitors progress against workplans and budget; analyzes data and trends
	* May be the external face of the department to stakeholders
	* Delegates most process development and finalization to Directors and Managers
	* Informed by direct reports of situations outside of norms but only involved in extraordinary circumstances
	* Provides executive-level leadership and guidance to department operations. Collaborates with executive leadership to define the organizations long-term mission and goals; identify ways to support the HRA mission.
3. Senior Director
	* Leads and implements major organizational initiatives, across departments and locations that support the strategic plan.
	* Likely to have several functional areas reporting to them.
	* May be the “right hand” staff member for a Chief or Vice President.
	* Will also have Director level duties
4. Director
	* Significant scope – # of staff; revenue; impact; # of functional areas
	* Cross functional influence in policy and procedures
	* Develops department level workplans and budgets
	* Monitors progress against workplans and budget; makes adjustments to work plan as needed
	* May require significant past experience or education in a functional area
	* Implementers of strategy
	* Primary decision maker in employment decisions (hiring, firing, performance management) for direct reports
	* Occasionally does the work of their department – special circumstances that require cross department coordination or an exception to SOP or policies.
	* Assists managers and supervisors in understanding and implementing department policies, process and procedures.
5. Manager
	* Trains and directs day to day regular work of a staff team
	* Primary decision maker in employment decisions (hiring, firing, performance management) for direct reports
	* Monitors progress against workplans; makes recommendations for adjustment
	* Works through extraordinary circumstances that are outside of normal training other staff receive. Can make exceptions to policies or procedures.
	* Regularly partners with other staff outside of their areas to solve problems.
	* May regularly be called upon to work with external stakeholders (donors, the media, board members) in their area
	* 25-50% of time may be spent doing the work (cleaning kennels, assisting vets, placing animals in foster, doing adoptions, inputting data)
6. Supervisor
	* Trains and directs day to day regular work of a staff team
	* May approve time cards and other administrative work
	* Schedules employees
	* Participates in employment decisions (hiring, performance management, firing) but doesn’t make final decision
	* Ensures consistency – that SOPs are learned and followed
	* Regularly also does the work – 50% or more of time is spent working alongside the team they supervise.
	* Primarily focused on their department’s work.

**Individual Contributors**

1. Program Manager
	* Manages external relationships (community partners, vendors, other stakeholders)
	* Develops and executes workplans specific to their area
	* Decision making for their program area
	* Expertise and prior experience in their program area
	* Acts as the primary leader for volunteers in their area
2. Lead/Senior
	* Prior experience at HRA in the corresponding area– a promotion opportunity for an individual contributor
	* Rarely hired from outside the organization
	* May direct staff on a given shift in the absence of a supervisor or manager
	* Works with supervisor to plan daily work priorities, obtain necessary supplies, and assess skills needed to complete tasks.
	* Typically used in larger departments to ensure consistency and provide support
3. Coordinator
	* Coordinates the work of others, primarily volunteers and fosters.
4. Specialist
	* Expertise on a topic or program area
	* Has specialized training or experience
	* Influence across departments, outside of reporting structure
	* Advisory role for policies and procedures within expertise area (but not decision maker)
	* May direct volunteers within the scope of their programs

**Possible Matrix Headers**

Strategy & Vision

External Focus in Thinking– Community, Industry & Profession

Whole Organization

Data & Trend Analysis

Leadership

Operation Focus

Hands on Supervision

Make exceptions to SOPs or Policies

Subject Matter Expertise: Current Technical Knowledge of Best Practices

Decision Making for Program Area

Influence Across Organization in Program Area

External Relations

Management and Staff Development

Degree or Certification Required (maybe note where certification is internal?)