

**STATE OF WISCONSIN
CLASSIFICATION SPECIFICATION**

AGENCY ORGANIZATIONAL DEVELOPMENT OFFICER

I. INTRODUCTION

A. Purpose of This Classification Specification

This classification specification is the basic authority under s. ER 2.04, Wis. Adm. Code, for making classification decisions relative to present and future professional positions which report directly to an agency Secretary and provide strategic planning and administration of organizational development (OD) components specifically including: strategic & human process initiatives (e.g., interpersonal and team approaches, coaching, workplace environment), and retention (e.g., engagement, satisfaction). This classification specification will not specifically identify every eventuality or combination of duties and responsibilities of positions that currently exist, or those that result from changing program emphasis in the future. Rather, it is designed to serve as a framework for classification decision-making in this occupational area.

Classification decisions must be based on the “best fit” of the duties within the existing classification structure. The “best fit” is determined by the majority (i.e., more than 50%) of the work assigned to and performed by the position when compared to the class concepts and definition of this specification or through other methods of position analysis. Position analysis defines the nature and character of the work through the use of any or all of the following: definition statements; listing of areas of specialization; representative examples of work performed; allocation patterns of representative positions; job evaluation guide charts, standards or factors; statements of inclusion and exclusion; licensure or certification requirements; and other such information necessary to facilitate the assignment of positions to the appropriate classification.

B. Inclusions

This classification encompasses professional positions which report directly to an agency Secretary, Deputy Secretary, Asst. Deputy Secretary, or statutory equivalent and provide strategic planning and administration of organizational development (OD) components, including strategic and human process initiatives (i.e., interpersonal and team approaches, coaching, workplace environment), and retention (i.e., engagement, satisfaction).

Positions may act on behalf of the executive management of an agency for a variety of organizational development initiatives, including being able to commit and/or shift internal resources to meet program goals and improve agency environment; this would require close liaison with management, legal staff, personnel services, and training functions within or across department or agency lines. Positions may supervise positions in non-human resources function classifications in support of a department’s organizational development efforts, although supervisory responsibilities are not necessary in order for a position to be classified as an Agency Organizational Development Officer. Positions must meet the definition of management, as defined in s. 111.81(13), Wis. Stats.

NOTE: A major agency is allocated only one (1) position in this classification.

C. Exclusions

Excluded from this classification are the following types of positions:

1. Position which, do not meet the definition of management, as defined in s. 111.81(13), Wis. Stats., as administered and interpreted by the Wisconsin Employment Relations Commission;
2. Positions which are engaged in the provision of employe assistance activities a majority of the time, and are more appropriately classified as Employee Assistance Specialist, or Employee Assistance Officer;
3. Positions located in a centralized human resource office as part of a shared or non-shared services agency, or within the Division of Personnel Management, that support an agency's human resource functions that are more appropriately classified within the Human Resource Program Officer, Human Resource Manager, Executive Human Resource Manager;
4. Positions which perform equity and inclusion activities a majority of time and are more appropriately classified as Equity and Inclusion Specialist/Senior, Equal Opportunity Specialist/Senior;
5. Positions which perform equal opportunity related to business services activities a majority of time and are more appropriately classified as Agency Equity and Inclusion Program and Policy Advisor, or Agency Equity and Inclusion Program and Policy Manager; and,
6. All other positions that are more appropriately identified by other classification specifications.

D. Entrance Into This Classification

Employes enter positions within this classification by competition.

E. Definition of Terms Used in this Classification Specification

Enterprise: encompasses all agencies and offices within the executive branch of the State of Wisconsin, excluding the University Systems.

Human Process: is a deliberate effort to improve the effectiveness of organizational dynamics.

Large state agency: An agency consisting of 500 to 1,500 full-time permanent or seasonal positions.

Major state agency: An agency consisting of more than 1,500 full-time permanent or seasonal positions.

Medium state agency: An agency consisting for 100-499 full-time permanent or seasonal positions.

Office: A bureau formally created, and approved, through all required administrative procedures and attached directly to an agency's secretary's office, or equivalent, and reporting directly to the secretary, deputy secretary, assistant deputy secretary, or statutory equivalents (e.g., president, executive assistant).

Organizational Development: Organization development (OD) is an effort that focuses on improving an organization's capability through the alignment of strategy, structure, people, rewards, metrics, and management processes. It is a science-backed, interdisciplinary field rooted in psychology, culture, innovation, social sciences, adult education, human resource management, change management, organization behavior, and research analysis and design, among others.

Small state agency: An agency consisting of 51 to 99 full time permanent or seasonal positions.

Very small state agency: An agency consisting of 50, or fewer full time permanent or seasonal positions.

II. DEFINITION

AGENCY ORGANIZATIONAL DEVELOPMENT OFFICER

This classification allows for a major state agency to have a single position that will serve as the agency's workplace environment and retention officer for strategic planning and administration of organizational development (OD) components including: strategic and human process initiatives (e.g., interpersonal and team approaches, coaching, workplace environment), and retention (e.g., engagement, satisfaction). Positions in this classification will oversee strategic initiatives to evaluate the impact of internal (e.g., other program areas within the agency) groups along with their human process components to improve alignment with the agency's mission and business operations.

Positions appropriately classified within this classification will: utilize organizational development strategies to design change solutions that improve the agency's human processes, workplace environment, and retention which includes formal policy recommendations to the agency's secretary's office. Organizational development strategy includes, but is not limited to: identifying organizational or systemic problems or opportunities within the agency (or a work unit) and establishing an engagement plan with stakeholders; diagnosing the issue thru a range of fact-finding and data collection tools; outlining change solutions **and** defining success indicators; correcting problems, closing gaps, etc. to enhance organizational environment and retention; and on-going evaluation.

Positions further oversee the distribution of agency resources for assigned initiatives, maintaining close liaison with management, legal staff, personnel services, and training functions within or across department or agency lines.

Positions may also, for less than the majority of the time, partner with the Division of Personnel Management to analyze workforce demographics, trends, and planning, but will not have the primary responsibility for completing or approving internal workforce trends and analyses related to the civil service merit recruitment and selection process as overseen by the Bureau of Merit, Recruitment, and Selection. Positions may supervise and may direct an office in support of workforce planning.

Positions will not perform work under the authority and control of a Human Resources Director that has been delegated from the Administrator of the Division of Personnel Management or the Director of the Bureau of Merit Recruitment and Selection.

Representative Positions:

Department of Natural Resources, Office of the Secretary: Reports to the Assistant Deputy Secretary and functions as a key policy advisor to the Secretary regarding the DNR employee experience. This position is responsible for assessing department culture, effectively guiding, and influencing the culture of the department to engage and retain talent. This includes developing strategies to improve engagement, and designing, developing, and implementing programs aimed at creating a positive workplace environment. The position will lead initiatives to support a diverse, talented, and engaged employee community.

III. QUALIFICATIONS

The qualifications required for these positions will be determined at the time of recruitment. Such determinations will be made based on an analysis of the goals and worker activities performed and by an identification of the education, training, work, or other life experience which would provide reasonable assurance that the knowledge and skills required upon appointment have been acquired.

IV. ADMINISTRATIVE INFORMATION

This classification was original created effective February 25, 2024 in bulletin DPM-0618-CC/SC to perform as an agency's chief organizational development advisor.

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