

## Division of Labor Plan [Sample]

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<b>Division of labor between:</b> <b>Ruth Johnson</b> , Founder and Executive Director <b>Alan Alperowicz</b> , Chief Operating Officer		
<b>FUNCTION</b>		<b>Functions should be all the areas where there is any role confusion or potential role confusion.</b>
	<b>RUTH'S ROLE</b>	<b>ALAN'S ROLE</b>
<b>Board</b>	Manage board relations and serve as point person	Support Ruth as requested
<b>Fundraising</b>	Owens 2008 fundraising goal; lead strategist and pitch-maker	Ensure Ruth has support she needs (help develop plan & manage execution effectively); be a resource to Ruth
<b>External relations</b>	Lead spokesperson for and face of organization	Serve as spokesperson on occasion and own key external meetings
<b>Issue and campaign management</b>	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 process for decision-making (including what meetings need to happen and how they should be run) and consulting Ruth as needed; get Ruth's input on all major decisions
<b>Staff management</b>	Manage Alan and back him up once decision has been made; use veto power sparingly over management decisions	Manage all day-to-day operations, including Office of the CEO, Comm., Dev., Research, Finance, and HR; determine appropriate staff roles and reporting lines; evaluate staff; make hiring and firing decisions, consulting Ruth as appropriate
<b>Annual plan</b>	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
<b>Strategic vision</b>	Set strategic vision	Be resource to Ruth in setting vision
<b>Legal compliance</b>	Consult on key matters	Manage legal team around relevant issues in order to ensure legal compliance
<b>Budget</b>	Provide up-front input and sign-off on final budget	In consultation with Ruth (especially on relevant development issues), develop budget and manage to it
<b>Special projects</b>	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)