



**EXAMINATION OPEN TO THE PUBLIC**

**ORGANIZATIONAL DEVELOPMENT SPECIALIST**

**ANNUAL \$72,741  
SALARY: \$93,304**

**SALARY  
GROUP: MP 62**

**APPLICATION CLOSING  
DATE: NOVEMBER 16, 2011**

**EXAM  
NO: 110550CFD**

**SPECIAL APPLICATION AND EXAMINATION INSTRUCTIONS APPEAR BELOW**

**PURPOSE OF CLASS:** In a state agency, this class is accountable for providing consulting services in the areas of organizational development and quality improvement initiatives.

**MINIMUM QUALIFICATIONS REQUIRED**

IN ORDER TO BE CONSIDERED FOR ADMITTANCE INTO THIS EXAMINATION, YOU MUST INDICATE ON YOUR APPLICATION THAT YOU HAVE THE FOLLOWING EXPERIENCE AND TRAINING BY NOVEMBER 16, 2011:

**GENERAL EXPERIENCE:** Eight years of **professional** experience in organizational development, quality management, organizational performance improvement or human resources management.

**SPECIAL EXPERIENCE:** One year of the General Experience must have primarily involved responsibility for planning, developing, coordinating and implementing quality planning processes and organizational development programs for the purpose of improving organizational efficiency and effectiveness. [Notes: (1) Organizational development is defined as analysis and diagnosis of an organization for planned change efforts, the development and execution of successful planned change efforts, creation of a high performance organizational culture, leadership development and quality management which supports the agency's purpose, vision and mission. (2) If organizational development was not the primary focus of your job but was a significant responsibility, documentation and verification must be provided. This experience will be pro-rated accordingly.]

**SUBSTITUTIONS ALLOWED:** (1) College training may be substituted for the General Experience on the basis of fifteen semester hours equaling one-half year of experience to a maximum of four years for a Bachelor's degree. (2) A Master's degree in organizational development, organizational leadership, organizational theory and or behavior, human resources management or a closely related field may be substituted for one additional year of the General Experience. (3) A doctoral degree in organizational development, organizational studies, organizational learning or a closely related field may be substituted for one additional year of the General Experience. (4) For state employees, experience as a Curriculum Manager or Training Program Specialist may be substituted for the General Experience on a year for year basis.

**KNOWLEDGE, SKILLS AND ABILITIES:** Considerable knowledge of current organizational development principles and practices; knowledge of current behavioral science methodologies; knowledge of quality management principles and techniques; knowledge of and ability to apply management principles and techniques; knowledge of human resource management; knowledge of relevant agency policies and procedures; knowledge of relevant state and federal laws, statutes and regulations; knowledge of internal consultant practices; considerable interpersonal skills; considerable oral and written communication skills; considerable ability to manage group processes; ability to assess training needs and determine objectives.

<b>THE EXAMINATION WILL BE COMPOSED OF:</b>	<b><u>PART</u></b>	<b><u>WEIGHT</u></b>
	<b>EXPERIENCE AND TRAINING</b>	<b>100%</b>

**APPLICATION/EXAMINATION PROCEDURE**

- APPLICANTS MUST SUBMIT:**
- (1) Completed Application Form (CT-HR-12)**
  - (2) Supplemental Examination Materials (see instructions below)**

In order to be considered for admittance into this examination, you must complete all parts of the examination application (CT-HR-12) detailing how you meet the minimum experience and training requirements stated above AND complete the required examination materials as detailed below. Applicants who do not submit the required application and supplemental examination materials by the closing date will not be admitted into the examination and will not have the right to appeal this decision. Resumes and/or vitas will not substitute for the required application form or for the required examination materials.

**EXAMINATION INSTRUCTIONS: Section 1.** For each job (maximum of three) which you feel has best prepared you for the job of Organizational Development Specialist, include a 1-2 page (typed or printed) description detailing your duties and responsibilities. (Applicants serving provisionally or temporarily in the title of Organizational Development Specialist cannot include this as one of the three jobs.) Each job description should begin on a separate page and begin with your job title, company name and location, dates of employment, and number of hours worked per week. This should be followed by a description of your duties and responsibilities organized and formatted around the numbered items that follow. **(1)** Experience planning, developing, coordinating and implementing quality management processes, organizational development and performance improvement techniques and control tools used including organizational assessment and evaluation; developing and implementing strategies, techniques and solutions designed to encourage maximum productivity, quality products/services, customer and employee satisfaction and cost containment. Detail any corrective action you recommended and goals, objectives, policies, procedures and/or regulations you developed to address the problems/issues and the results of your efforts. Include experience using research, statistics, best practices and metrics to examine performance improvement and institute organizational change including the use of problem solving tools to capture data for analysis. Be specific as to the tasks you actually performed, in what capacity and how results were measured. **(2)** Leadership/project management experience. Describe experience coaching staff and management to create and fulfill the agency/organization's purpose, vision and mission and to encourage leadership teams in embracing change. Detail experience and frameworks used in coaching and guiding the organization in the development of policies and procedures to promote excellence including preparing staff to meet customer needs through effective teamwork and cooperation, quality improvement techniques, employee participation, effective communication, and performance management. Be specific regarding experience leading lean operational or business process improvement events to include process flow mapping and results. **(3)** Consultative/advisory experience. Describe experience cultivating and managing business relationships with client groups in municipal, state and federal governments, private industry, and other organizations for the purpose of increasing the quality of thinking and behavior within the organization. Be specific regarding your role in this area including the nature of your contacts, the purpose of the consultation and the outcome of your efforts. Also include your experience, if any, your experience directing the staff and operations of a division, unit or program. Include the number and job titles of staff under your supervision. Indicate your supervisory duties including work scheduling, assignment, conducting performance evaluations and taking necessary disciplinary action. **(4)** Interpersonal/oral and written communication experience. Describe your experience facilitating dialog around organizational systems to develop values and principles and conducting exercises to transform employee work groups into high performance teams. Detail experience in conflict resolution including the circumstances surrounding the conflict(s) and your actions in handling the situation(s). Provide information regarding the nature of any reports, correspondence or other written materials that you have prepared. **Section 2.** On a separate page, include a list of degrees, certifications, licenses and courses that you have completed which have prepared you for the job. **Important Notes:** **(1)** Make certain both your application form and your examination materials are complete and separate documents not referencing the other, as your application form and supplemental examination materials may be separated during the scoring process. **(2)** Examination materials should be clearly marked as such and each page should contain the examination title, exam number and your social security number (do not include your name). **(3)** Do not include materials other than those requested above. **(4) Your examination will only be scored if you meet the minimum experience and training requirements outlined above and your CT-HR-12 and supplemental examination materials are date stamped by DAS/Human Resources or postmarked by November 16, 2011.** **(5)** Mail applications/examination materials to DAS/Human Resources, Room 404, State Office Building, 165 Capitol Avenue, Hartford, Connecticut 06106-1658 **(Secure Fax #860-622-2910)**. If faxing materials make certain that your application form is complete and transmitted correctly and without error. Keep a copy of your completed application/examination package and the fax transmittal receipt for your records. Incomplete faxes or faxes received blank because pages were faxed upside down will not be accepted. **(6)** Due to the large number of applications received, we cannot confirm receipt of applications. **(7) Examination scores will be mailed by December 22, 2011.** **(8) A separate application/examination package must be submitted for each exam you are applying for.**

**FORMS:** Application forms (CT-HR-12) and exam announcements are available from the Department of Administrative Services (<http://das.ct.gov/employment>) or at the Office of the Connecticut State Job Center.

**AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER**

The State of Connecticut is an equal opportunity/affirmative action employer and strongly encourages the applications of women, minorities, and persons with disabilities.