Model Job Descriptions
Within the e2 Development Framework

Questions and Additional Information

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Background and Introduction

Within e2's community engagement and development framework, there are critical organizations and players embracing and fulfilling important roles that collectively empower smart action and realize desired impact. This paper provides summary job descriptions for the following key roles within this framework and process:

- Host Organization and e2 Community Coordinator
- Collaborating Organizations
- Community Coach
- Community Champions
- Co-Chairs
- Community Coordinator
- Core Team Member
- Working Team Member
- Communications Coordinator
- Documenter(s)
- Technology Coordinator

These are generic job descriptions. It may be necessary and desirable to customize based on the initiative and preferences. The following job descriptions are organized into four topical sections for each position:

- Short Description
- Outcome Objectives
- Roles and Responsibilities
- Estimated Time Commitments

Lean & Scalable Organization

We want no more or no less organization than we need to successfully accomplish the work of an initiative. We want to find a lean solution early in the initiative and scale the organization as needed over time as it evolves and grows.

Multiple Roles. It is important to note that individuals in our partner organizations may play one or more roles. This is particularly true of smaller and less complicated communities. For example, in a smaller community, one of our primary champions may be a core group co-chair and also serving as our community coordinator.

Host Organization

Short Description. Within the e2 framework the host organization serves as the hub for a community's collaborative partnership creating, operating, and sustaining its entrepreneurship-led development game plan and ecosystem building work. Entrepreneur-led development is a team effort, and employing a collaborative organizational structure is recommended.

Outcome Objectives. We offer five primary outcomes objectives associated with being your community's e2 host organization:

1. Serve as the hub organization around which other collaborating organizations can engage contributing to your entrepreneurship strategy and ecosystem building work.

2. Provide basic staffing through a host organization coordinator.

3. Ensure sound communication within the e2 collaboration, with stakeholder groups, and throughout the larger community.

4. Lead efforts to raise necessary funding with collaborating organizations to support your e2 initiative.

5. Ensure there is a focus on growing your e2 game plan and sustainability over time.

Roles and Responsibilities. As the e2 initiative host organization, you do not own or control the initiative, but you have agreed to play a critical role within the larger initiate collaborative. Your primary role and responsibility is to ensure the collaboration is effective and efficient. Growing and sustaining your e2 collaboration is an important mission for the host organization. In so many ways, the host organization is the hub or the glue that keeps your e2 initiative and work humming over time.

Estimated Time Commitments. Estimated time commitment for the host organization varies depending upon (1) the size and complexity of your community and (2) the aggressiveness of your e2 game plan. At a minimum, there should be dedicated staffing within the host organization focused on e2 collaboration development and vitality.

Collaborating Organizations

Short Description. Within the e2 framework, there are likely a number of collaborating organizations, including these committed to strategy and ecosystem development and initiative operation over time. Likely candidate organizations include chambers of commerce, development corporations, cities, counties, main street programs, community colleges, and other area organizations with an economic development mission. A second group of collaborating organizations includes potential resource providers. Most of your resource providers are typically organized within your e2 Resource Network. Some of these resource providers, like your area's small business development agency, may also want to be engaged beyond their role as a resource provider helping your community develop strategy and grow your entrepreneurial ecosystem.

Outcome Objectives:

1. Serve on your community's entrepreneurship leadership team (eTeam).
2. Provide both financial and staff support for the initiative.
3. Assume specific roles within ecosystem building like leading entrepreneur outreach.
4. Ensure their own organization's leadership and membership are informed and connected.
5. Providing community education and initiative support.

Roles and Responsibilities. Identifying critical roles to fill and responsibility parties is important. This **e2 Job Descriptions** paper can be helpful during this organizing process where various collaborating partners can commit to filling key roles spreading the work and responsibility of visioning, standing up, and operating your entrepreneurial ecosystem.

Estimated Time Commitments. Again, depending upon the size and complexity of your community and the aggressiveness of your initiative, time commitments will vary. We strongly recommend a substantial time commitment during the early organizing phase of work where organizational leaders are willing to meet weekly or at least regularly to keep momentum up and moving. Over time, as your ecosystem begins to operate, different organizations will commit to time and effort relative to their committed roles within the ecosystem.

Many communities using the e2 development framework may not have access to a community coach. Typically, community coaches are provided through regional or statewide initiatives fostering and supporting entrepreneurial community initiatives. For example, NetWork Kansas is a statewide entrepreneurial ecosystem building initiative. As part of this initiative, NetWork Kansas hosts an entrepreneurial communities program. As part of partnership between NetWork Kansas and participating communities, NetWork Kansas provides community coaching services. For communities **going it alone,** they will not have access to a community coach unless they retain a consultant who provides these services.

Community Coach

Short Description. Community coaching is a field-tested e2 accelerator. The community coach is typically an employee or consultant provided by a sponsoring e2 organization.

Outcome Objectives:

1. Development of e2 champions group that owns and leads their community's e2 initiative.
2. Guide the community through the e2 framework and process resulting in an e2 initiative.
3. Grow a deep and trusting relationship between the host organization and the partner community.
4. Empower a smart and sustainable e2 initiative in the e2 community.
5. Empower economic development through entrepreneur-focused development.

Roles and Responsibilities:

1. Develop and sustain a trusting relationship with community champions and stakeholders.
2. Facilitate the community through the e2 framework and process.
3. Serve as the bridge between the host organization and the partnering community.
4. Develop and led a community coaching team and resource network.
5. Network the community to appropriate and real-time resources.

Estimated Time Commitments. Time commitments can vary widely based on the host community's resource allocation, the use of virtual technology, travel times, and the ability of the partner community to stand up and assume ownership of their e2 initiative. The following estimates "average" time commitments based on the phasing of the e2 process:

Figure 1 – Community Coach Estimate Time Commitments

Period	Key Roles & Activities	Weekly Time
Secure Partner e2 Communities		
Pre-Kick Off	Candidate Due Diligence – Champions Development - Commitment	2-4 Hours
The First Year		
Push 1	Organizing – Gathering – Assessment – Strategy End of Push 1 Assessment & Push 2 Action Planning	4-8 Hours
Push 2	Working with Es – Visitation, Surveys, & Assistance Networking Core Team, Outreach Team, & Resource Network Development End of Push 2 Assessment & Push 3 Action Planning	8-16 Hours
Push 3	Working with Entrepreneurs – Outreach & Assistance Networking End of Push 3 Assessment & Next Year Action Planning Story & Metrics Capture	4-8 Hours
Years 2 & 3		
Year 2	Organizational Development & Support e2 Strategy Refinement & Support Ongoing Progress Assessment & Action Planning Story & Metrics Capture	2-4 Hours
Year 3	Same Activities as Year 2	1-2 Hours

Note – Assumes a per community engagement, a modest use of virtual technology, and approximately one-hour travel time per average community trip.

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Community Champions

Short Description. A champion is a person who is willing and able to lead their community focusing on the e2 initiative. Champions are passionate and willing to go the extra mile to help their community succeed with entrepreneur-focused development. Additionally, it is desirable that community champions are well networked within their community and respected leaders.

Outcome Objectives:

1. There is a passionate and active community champions group that owns their e2 initiative.
2. There are more community champions over time as the e2 initiative roots in a community.
3. Champions acquire the skills, experience, and comfort leading their community within e2.
4. Champions embrace bringing additional community champions into the e2 leadership team.
5. Champions are increasingly capable of engaging their "whole" community in e2 work.

Roles and Responsibilities:

1. Commit to and actively engage in leading their community's eTeam.
2. Recruit and engage other community members and organizations in the e2 initiative.
3. Design and lead organizational and working group teams.
4. Actively collaborate with your community coach.
5. Share your learning with others within the larger e2 initiative.

Estimated Time Commitments. There are three unique time commitment periods:

- Starting Up – From commitment to working with entrepreneurs (Year 1)
- Execution – Engaging entrepreneurs, networking to assistance, & generating impact (Year 2)
- Transition – Empowering new champions to assume leadership roles (Year 3)

Co-Chairs

Short Description. Volunteers have many obligations that compete with their ability and willingness to give time, energy, and leadership to our e2 work. Some of our champions may be retired with extended periods of time outside of the community or unavailable to actively engage. Others have positions of authority (e.g., city manager, chamber executive, etc.) with significant demands on their time. With this context, we strongly recommend employing co-chairs in your core group and the two working groups (i.e., entrepreneurs & resources). Co-chairs ensure there is consistent leadership of each group and strong communication across groups.

Outcome Objectives:

1. Embrace the value of doing with and empowering leadership.

2. Develop of high performing teams.

3. Expand engagement of stakeholder groups and e2 team members.

4. Progress towards the agreed to progress benchmarks.

5. Ensure consistent and effective leadership and leadership continuity.

Roles and Responsibilities:

1. Co-lead one of the three key organizational groups within the e2 framework.

2. Work closely and collaboratively with other group co-chairs and the community coach.

3. Be proactive in developing agendas and making sure meetings run on time and are productive.

4. Commit to using the e2 roadmap, scorecard, and action planning tools.

5. Actively engage in recruiting and engaging members and ensuring leadership transition.

Estimated Time Commitments. Co-chairs have similar time commitments as community champions but may spend some additional time working with the community coach to ensure a strong game plan and meeting events. The average monthly time commitments are generally**:**

- Starting Up – From commitment to working with entrepreneurs (Year 1): 8 to 12 hours
- Working with Entrepreneurs – Engaging entrepreneurs, networking to assistance, & generating impact (Year 2): 4 to 6 hours
- Transition: Empowering new champions to assume leadership roles (Year 3): 2 to 4 hours

Community Coordinator

Short Description. The community coordinator serves as a bridge between the community, the community host organization, and the community coach.

Outcome Objectives:

1. Stronger communication and coordination between the initiative host organization and the community.

2. Better coordination among the community's various players including the champions group, the core team, the working groups, stakeholders, and the larger community.

3. Enhanced staffing support for meetings, gatherings, events, and activities.

4. Increased volunteer engagement and effectiveness.

Roles and Responsibilities:

1. Primary liaison between the host organization, the community coach and the community's initiative team.

2. Staffing support for:

   a) Research

   b) Meetings

   c) Volunteer Recruitment and Engagement

   d) Technology Support

   e) Documentation Support

It is important that this work remain volunteer-led and that the community's team does not just delegate these critical leadership roles to the community coordinator.

Estimated Time Commitments. Time commitments vary based on the size of the community and its ability to assign staff to the community coordinator role. Generally speaking, 10 to 15% of someone's time is allocated (on average) to this job.

Core Team Member

Short Description. The core team is the primary leadership team, composed of committed and passionate champions. Core team members serve as an executive leadership team working to ensure that the community's game plan is designed, developed, and executed. Core team members help the community create a vision for this work, engage others, and then lead and guide to ensure coordination and effective execution. Core team members do *not* do all the work themselves.

Outcome Objectives:

1. Effective and consistent initiative leadership.

2. Increased community engagement and volunteer involvement.

3. Increased stakeholder engagement in the development and operation of the initiative.

4. Increase resources committed to the initiative.

5. Leadership transition over time, ensuring sustainability for the initiative.

Roles and Responsibilities:

1. Participate in regular initiative meetings where the work is organized and undertaken.

2. Actively engage in community organizing, assessment, strategy development and execution.

3. Recruit others to engage in this work and ensure coordination of effort.

4. Provide leadership for your community's initiative.

5. Support some of the work associated with the initiative through active participation on working groups, etc.

Estimated Time Commitments. Depending on pacing during the startup phase, commitments will range from two 90-minute meetings per month during the first six months to one meeting per month. Additional time will be required to work with the community coach in support of initiative organizing, volunteer recruitment, agenda development and follow up, assessment, and strategy development. Being a member of the core team will require a serious volunteer commitment. Additionally, we hope that each community, drawing from the core team and the two working groups, will participate in up to two all-community regional gatherings (24-hour retreat format) during the first year.

Working Group Team Member

Short Description. In the community organizational structure, two working groups are critically important in the first two years:

- Entrepreneur Outreach
- Entrepreneur Resources

Team members are recruited based on their willingness and ability to help achieve the outcomes of these groups (described below). The plan is that these working groups are temporary and ultimately their work finds a permanent home. For the eOutreach working group, the work of identifying and reaching out to entrepreneurs should become the mission and role of a stakeholder or group of stakeholders coordinated by one organization. The eResources working group evolves into the community's Entrepreneur Resource Network (ERN), comprising both private and public entrepreneur resource providers managed by a host organization.

Outcome Objectives:

- Entrepreneur Outreach Working Group – A well-designed, executed, and sustained strategy for reaching out to and engaging entrepreneurs with the intent of (1) networking them to relevant resources, (2) learning from them to build a more supportive entrepreneurial environment, and (3) connecting them with other entrepreneurs through peer and mentoring activities.

- Entrepreneur Resource Working Group – An effective, relevant, and accountable network of entrepreneurial resources capable of meeting the needs of the community's entrepreneurs.

Roles and Responsibilities:

1. Make a clear commitment and fulfill your commitment to your working group.

2. Participate in meetings. If you cannot, make sure you find out what happened and stay on track.

3. Participate in completing the following technical activities of your respective work group:

Entrepreneur Outreach	Entrepreneur Resources
Entrepreneurial Talent Mapping	E-Resources Mapping
Outreach Targeting	Identification of "Go To" Resources
Entrepreneur Visitation and Surveying	Engagement of E-Resources
Identification of Opportunities to Provide Assistance	Development of an ERN
Networking Es to Relevant Resources	Assistance & Impact Tracking
Identifying E-Environment Themes & Issues	Development of an E-Portfolio
Recruit and Train Other Visitation Team Members	Assistance & Impact Testimonials & Metrics
Develop a Sustained, Permanent E-Outreach Strategy	Quality Control Tracking

Estimated Time Commitments. Commitments can vary from doing a few eVisits to active working group engagement. Clarifying member commitments should occur within each group.

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Communications Liaison

Short Description. The communications liaison is generally a voluntary position charged with ensuring there is strong communication within the e2 collaborative and with the community. The communication liaison can also ensure there is strong communication with and within the community's eResource network. Additionally, this position could push news items to media such as good news stories about an entrepreneur being helped and growing.

Outcome Objectives:

1. Working with the host organization's leadership, create a defined initiative name and brand.

2. Working with the host organization's leadership, establish a clear communication goal and strategy for communicating about this initiative with the host organization's stakeholders and consumers.

3. Ensure that communication about the initiative lifts up and highlights success at the community level.

Roles and Responsibilities:

1. Coordinate development of the initiative's name and brand.

2. Coordinate the development and execution of the initiative's communication strategy.

3. Support the local communication coordinator and the local communication strategies that are developed.

4. Coordinate with the initiative documenter and evaluator to translate initiative stories into the communication strategy.

5. Support the initiative's sustainability strategy both at the initiative level and at the community level.

Time Commitment Estimates:

TIP: These estimates are preliminary and can be refined once an initiative communication strategy has been developed and committed.

Weekly – Information Capture – 1 to 2 hours
Monthly – Story Generation and Execution – 2 to 6 hours
Annual – Annual reports (initiative and communities) – 10 to 20 hours

Documenter

Short Description: The role of the community documenter is to capture the evolving story of the initiative – key activities undertaken, commitments made by individuals and organizations, and testimonials/stories from entrepreneurs of the impact the community has had on their businesses. In addition, the documenter helps to gather agreed upon metrics – measures of success – that describe the overall impact of the work and that can be shared with stakeholders and the community more broadly. Note: This role can be more than one person.

Outcome Objectives:

1. Capture relevant community-level experience implementing the initiative to facilitate initiative development, support continuous learning and refinement, and sustainability for the initiative.

2. Ensure that community-level stories and experience drive the initiative communication's strategy.

3. Ensure that community-level experience informs the evaluation process.

> **TIP:** Refer to the **e2U Metrics, Stories and Sustainability Guide** for additional information. We have e2 resources that can help the foundation and initiative community partners to capture the right information intelligently and strategically in support of communications, initiative learning and refinement, and sustainability.

Roles and Responsibilities:

1. Serve as the point of collection and organization of all documentation content (e.g., news stories, interviews, testimonials) at both the initiative (foundation) and community levels.

2. Develop, support, and sustain community documenters and their work.

3. Work with the communications coordinator to ensure community content is incorporated into the initiative's communication strategy.

4. Provide content and input to the evaluator in support of the initiative evaluation.

5. Work with e2 to capture and organize all documentation-related content and contacts into the initiative's Google Electronic Library.

Time Commitment Estimates:

> **TIP:** More time would be required at the start of the initiative to train and support our community coordinators. There would be additional periods of greater time commitment associated with the communication strategy and evaluation activities.

Weekly – Capture and organize content – 1 to 2 hours
Monthly – Coordinate with Communication Coordinator and Evaluator – 4 to 6 hours
Annual – Support communication products and evaluation development – 8 to 16 hours

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Technology Coordinator

Short Description: Using a hybrid community engagement approach involving community site visits and technology (e.g., web-based information sharing folders, conference calls, video calls, and webinars) to enable remote meetings and communication is essential. Both the sponsoring organization and the community should have a technology coordinator who can facilitate these remote connections and help to build the capacity and comfort level in the community for accessing resources remotely. While the technology coordinator will help to increase the efficiency and effectiveness of community engagement related to this specific initiative, this experience should help the community feel less isolated from innovation and resources that might be useful in other aspects of the community's development.

Outcome Objectives. Ensure a robust and efficient use of remote communications technologies in support of the following initiative functions:

1. Communication between the foundation and e2

2. Communication among the coaching team

3. Communication between coaching teams and their communities

4. The ability to network communities to outside resources

5. Communication among partner communities (peer sharing and learning)

6. Increase initiative efficiency, effectiveness, and engagement flexibility, as well as reduce wear and tear on field staff and community partners.

Roles and Responsibilities. Identify technology options and recommend technology solutions and approaches. In communities, we would first want to utilize existing sites with local technology support before introducing new sites and technology.

1. Secure and maintain technology.

2. Train and support the initiative team and community teams in the use of related technology.

3. Provide technology troubleshooting assistance.

4. Work with the initiative documenter and evaluator to document how technology is being used to increase both the efficiency and effectiveness of our work.

Time Commitment Estimates: There will be a more significant commitment of time during startup. Once access to the technology is obtained and training provided, the technology coordinator's time commitment would decrease and focus primarily on maintenance and support. Actual time commitment for the technology coordinator will be refined during the startup phase.