

## **I. BACKGROUND AND POLICY**

In order for a wage and salary administration program to be an effective management tool, it must be a continuous and evolving process. Over time, new jobs will be created and existing jobs will change. It is imperative that accurate position descriptions be created or updated as these changes occur to ensure that employees have a clear understanding of the duties and expectations of their position. In addition, every position description is a summary of the qualifications, essential duties and responsibilities, physical and mental skill requirements of a position. This summary is essential for classification of the position into a job category and pay grade, developments of performance standards, and development of recruitment standards. As such, it is the policy of the EVMS that each department must prepare and review position descriptions for jobs within the department in accordance with the procedures set forth in this policy.

## **II. DEPARTMENTAL RESPONSIBILITY**

The preparation and review of position descriptions for jobs within departments is the joint responsibility of the Department Head and Human Resources. However, it is the responsibility of the Department Head to ensure that position descriptions are reviewed and updated to reflect any changes within the Department, to review position descriptions for accuracy prior to requesting any job recruitment/advertising, and to advise Human Resources of any needed changes. A position description, when signed by the Department Head, will be considered to accurately reflect the current content of the job.

## **III. PROCEDURE**

A. Contents. Each position description must be accurate, up-to-date, and written in the format stipulated or approved by Human Resources. The emphasis should be on the job as performed at an acceptable level and not on an individual incumbent's performance. Each position description must contain a:

1. *Job Title*. In an effort to maintain consistency, creation of new job titles or revision of existing titles to more accurately reflect job responsibilities, must be reviewed by Human Resources prior to any changes. A job title will not become official until it is assigned a permanent job classification code by the Human Resources.

2. *Summary*. The Summary section should contain an overall summary of the position.

3. *Qualifications/Requirements*. The Qualifications/Requirements section should contain the essential duties, responsibilities, and/or core competencies including any physical requirements and/or special work environment conditions.

4. *Exempt/Non-exempt Status*. The Exempt/Non-Exempt section will be determined by Human Resources.

In order to facilitate the process of preparing position descriptions, blank copies of position description forms may be obtained from Human Resources.

B. Creation of New Positions. EVMS maintains a uniform procedure to create new positions. All new positions must have the approval from the appropriate business office based on funding source and will be created after the following procedures are completed

1. Department Head submits a position description to Human Resources;
2. Human Resources evaluates and submits in writing to the Department their evaluation of the position, stating job title and pay-grade.
3. The Department Head completes the "Request for Position Action" and sends it, along with a copy of Human Resources evaluation of the position, to the Divisional Administrator/Business Office. Note -new positions classified as "temporary" should have a position ending date on the Request for Position Action.
4. The Division Administrator/Business Office indicates funding sources on the Request for Position Action, signs and returns to Human Resources.
5. If EVMS Medical Group is funding part of the position, the Divisional Business Office will forward the request to EVMS Medical Group for authorization. The EVMS Medical Group office then forwards the request to the EVMS Budget Office. The Office of Business Management evaluates the request against the budget. The Office of Business Management seeks resolutions of disapproved positions with the Divisional Administrator/Business Office and, when approved, the Office of Business Management endorses and forwards forms to Human Resources.
6. Human Resources confirms all required authorizations, notifies the Department, and begins recruiting for the new position or an employee within the Department may be promoted to the new position without the need for the position to be posted.

C. Position Evaluation.

1. *Reasons for Evaluation.* Human Resources, from time to time, will evaluate all positions based on:
  - a. Internal Equity. To provide a wage and salary range for each position that fairly and objectively reflects its value relative to other jobs within EVMS.
  - b. External Competitiveness. To provide a wage and salary range for each job that will enable EVMS to attract and retain the highest level of service, technical, and professional talent required to achieve EVMS' goals and mission. The process of

job content analysis is extremely important, adequate time and care must be taken in the preparation of the position description.

- c. Departmental Request. Resulting from a special audit of positions in the department or the department's regular position review process.

2. *Evaluation Tools.* In most instances, Human Resources uses one of the evaluation tools below in order to evaluate a new or existing position description for purposes of establishing or changing compensation rates.

- a. Position Content Evaluation Analysis. The position content evaluation analysis is completed by assigning values to classified jobs based on the content of their position descriptions and/or position analysis questionnaires. The primary goal of the analysis is to determine the internal ranking or value of jobs as compared to each other formal education/training requirements, workplace experience requirements, occupational skills, decision-making skill requirements, responsibility for resources/patient services, supervisory responsibility, staff/program responsibility, responsibility for contacts with others, physical working conditions, social/psychological job demands, and physical effort. If the position description does not contain all information required, the Compensation Specialist may request the completion of a Position Analysis Questionnaire and/or observe an employee on the job. Based upon the analysis, the position will be placed in the appropriate grade. The final determination of a job's grade rests with the Executive Director of Human Resources or his designee.
- b. Market Analysis. Market analysis is based on the EVMS' review of the typical compensation rates in the external job marketplace for a particular position. Information on compensation rates from the external job marketplace is usually obtained by participating in salary surveys.

D. *Reclassification.* Reclassification is a change of a position into another title and/or pay grade and may be appropriate when job responsibilities have changed to the extent that the job is no longer classified correctly. Job responsibilities are evaluated, not the incumbent's performance of these responsibilities and the position description is updated accordingly. A job may not be reclassified upward more than once in two years. Reclassification requests will be processed by Human Resources using the following procedure:

- a. The Department Chair or authorized department administrator will submit a formal request to Human Resources for reclassification. Attached to this request should be a revised position description, which has been reviewed and signed by the employee's supervisor. If the position is vacant, the Supervisor may complete the Position Questionnaire.

- b. Human Resources will evaluate the job by comparing the submitted Position Questionnaire and/or revised position description with previous position descriptions, other related positions, available market salary data, conducting an on-site job audit to obtain additional information and observe work procedures, and evaluating the job content using the Position Content Evaluation Analysis set forth in Section III(C) above.
- c. If a reclassification is approved by Human Resources, the department will prepare a “Request for Position Action” and a “Request for Personnel Action” sheet.
- d. The Request for Position Action sheet will be routed to the appropriate Divisional Administrator/ Business Office for approval;
- e. The Request for Personnel Action sheet will be approved by signature of the Budget Office and Human Resources.
- f. Human Resources will notify the requesting department of the reclassification upon final approval. The effective date of the reclassification will be the beginning of the next pay period.