

CASE STUDY



JDMS[®]
Job Descriptions Made Simple

Phoebe Putney Health System

*Better Quality Talent Data and Process Efficiencies
Using Job Descriptions Made Simple (JDMS[®])*


HRIZONS[®]

Phoebe Putney Health System (Phoebe) is a network of hospitals, family medicine clinics, rehab facilities, auxiliary services, and medical education training facilities serving the communities of southwest Georgia. Founded in 1911, Phoebe Putney Memorial Hospital is a 443-bed teaching hospital and a regional center for cancer treatment, cardiac medicine/surgery, gastrointestinal disease and neuro-science. It is one of Georgia's largest comprehensive regional medical centers.



Project Challenges

The Phoebe executive and HR leadership teams recognized the need for an online job description management solution that would support all their key talent management processes, including recruitment, onboarding, compensation, performance management, career development, succession and workforce planning. **Immediate organizational pain points included recruiting, compensation, performance management, and the need to streamline and standardize job codes and job description format and content.**

- Recruiters and line managers were experiencing delays in getting validated job descriptions to populate requisitions for hiring efforts.
- Compensation needed a system to efficiently manage job descriptions for ensuring standardization and market pricing of new jobs.
- The Phoebe performance management team needed a system to populate annual performance evaluations with job-specific competencies and responsibilities to meet regulatory requirements.
- Phoebe needed a platform to update and manage job descriptions to ensure that they had quality content to support talent assessments across all their talent areas.
- Job description content needed to be re-written for over 700 jobs, including streamlining and standardizing job codes, job family structure, and job-specific competency content.

Recently Phoebe has also been facing a new challenge of retaining top performers – a problem resulting from financial pressures across the healthcare industry that have limited previously generous merit increases for high performers. Exit interviews revealed that career development and

learning opportunities were the #1 retention priority for employees. Phoebe leadership recognized that a key component of that solution is well defined job progressions and well-defined job description content, easily accessed by employees and managers to define appropriate career paths and development plans.

In response to these challenges, Phoebe leadership selected HRIZONS' JDMS[®] solution for its efficiency and ease of use as a job description management solution, as well as for its flexibility and ease of use in managing job description content integrating with all of the key modules of their HCM platform.

Solution Design and Implementation of JDMS[®]

HRIZONS consultants met with the Phoebe strategic planning committee and HR leadership to understand the current talent management processes and related content, technology, and reporting and analytics requirements to support their human capital management (HCM) strategy.

Phoebe leadership recognized the central importance of an online job description management solution to enable their talent management processes – especially for performance management and recruiting. They enlisted the help of the HRIZONS team to manage the project that would define a standardized job description template, facilitate the re-write of over 700 job descriptions, and import the revised job structure and content into their HCM technology platform to support the various job description use cases.

The JDMS[®] solution was implemented within the standard 8-12 week timeframe, including: project kickoff meetings, solution design, configuration iterations, testing, and production readiness.

The JDMS® solution was designed to:

- Define workflow for ongoing job description changes and approvals across the healthcare system.
- Provide platform for managing the update of all the job descriptions within the healthcare system to ensure high quality job-specific content and talent assessment data.
- Auto-populate requisitions for recruiting to expedite the hiring process.
- Establish a framework of job families that were intuitive for recruiters and candidates as well as for current employees interested in pursuing internal job opportunities at Phoebe.
- Provide a database of easily accessible job descriptions for candidates, new hires, and employees to view – linked directly to the HCM modules for recruiting, onboarding, and performance and talent management.
- Enable new hires and employees to review and validate their understanding of their current job responsibilities to fulfill quality and safety compliance requirements.
- Auto-populate performance reviews for annual performance evaluations.
- Support employee driven career development, with ability for employees to view job descriptions for potential future positions.

Solution Design and Implementation of Other HCM Modules

Using HRIZONS 4 LENSES APPROACH® (process, content, technology, & analytics) and HRIZONS thought leadership, Phoebe continues to evolve its HCM processes and technology with job description management as a central component. Phoebe is currently exploring solutions to enhance career development processes to increase retention and to build a more robust succession planning component that extends down through all levels of the organization. The JDMS® solution is central to these initiatives, providing a platform for managing the content that feeds each of these processes. An increasing emphasis on workforce analytics and HCM performance dashboards has highlighted the importance of accurate job-specific content and assessment data for managing and rewarding talent at Phoebe.

Lessons Learned & Best Practices

HRIZONS and Phoebe have worked closely together using a collaborative approach to move the organization towards its vision of an integrated talent management solution. To date, key success indicators and lessons learned have included:

- Strong partnership at the senior levels of the Phoebe organization, recognizing the strategic importance of quality job description content and assessment data for effective talent management.
- Strong service orientation to ensure that the JDMS® system is responsive to Phoebe's needs and requirements, including: system administration services; on-the-fly coaching for those working with the system; and managing product enhancements through the HRZ Evolution service.
- Improved governance, quality, and standardization of job description (JD) content; better integration of JD content within HCM systems for job codes, job content and ultimately assessing, evaluating, and developing talent.
- Ongoing process, product evolution and thought leadership from both the HRIZONS and Phoebe teams – working closely to introduce new processes and system functionality and to coordinate solution design specifications, data import processes, reporting design, and system support.
- Appreciating that integrated talent management (ITM) is an evolving process where technology, process improvement, market conditions, and organizational culture all need to be considered in developing an effective ITM roadmap.

Conclusion

Clients such as Phoebe recognize that job description management is an essential component of the talent system infrastructure; yet HCM technology providers have not historically made this a robust feature of their suite of offerings.

JDMS® has proven to be a versatile tool that fills an important gap in the current HCM technology landscape by providing JDMS® as an application extension solution to enhance the effectiveness of the full suite of talent management services, HR governance for job codes and job content, and overall compliance and effectiveness of job descriptions.

Phoebe has been a leader in recognizing the importance of this feature for their overall talent strategy, and are reaping the benefits in greater process efficiencies, quality assessment data, and innovative solutions to better attract, develop, and retain top talent throughout their organization.



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“HRIZONS’ Job Descriptions Made Simple (JDMS®) is more than a job description management tool. It is helping us realize our vision of a truly integrated talent management system. We’re building the infrastructure to support our immediate and long terms goals for talent acquisition, onboarding, development, retention, and superior performance. It’s great to see the vision becoming a reality! ”

William Peterson
AVP | Human Resources
Phoebe Putney Health System

“JDMS® provides the centralized controls and system flexibility to ensure that our job descriptions are up to date and approved through the proper channels. The HRIZONS team has been there at each step to make sure that JDMS® is properly integrated with all our talent management processes and that everything is working as designed. They’re a great help.”

Misty Jones
Senior Compensation Administrator | Human Resources
Phoebe Putney Health System



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ABOUT HRIZONS

HRIZONS is an integrated Human Capital Management (IHCM) solutions and consulting firm designed to make your organization more competitive and successful by optimizing processes for attracting, deploying, engaging, and developing your talent.

We’re enabling companies to become best-in-class, talent-based organizations through an integrated Human Capital Management foundation that leverages optimal processes, best practices, and cutting-edge HR technology.

Our unique and comprehensive approach to solution architecture incorporates six core elements: Strategy, Process, People, Technology, Content and Analytics. Our consultants’ deep domain expertise helps clients to align, integrate and design HCM solutions that bridge the strategy-execution chasm. We help guide clients on a journey to an integrated platform, by providing knowledge, guidance and expertise so they can have confidence and peace of mind the project is being done right. Whenever clients need support or are ready to optimize their HCM programs, HRIZONS consultants are a dependable extension of their HR team.

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