**Fast, Effective Upgrades of Job Descriptions Mark Saint Joseph Medical Center (SJMC) Project**

**Client Overview**

St. Joseph is a 263-bed, full-service medical center with more than 1,100 expert physicians — many rated the best in the country. SJMC also employs approximately 2,300 nurses, allied healthcare professionals and staff. Nationally ranked and a top performer in patient satisfaction, St. Joseph has the experts and advanced technology that patients need when it matters most.

**Project Challenge**

SJMC needed to upgrade their current job description content for over 550 jobs into a new standardized format where they could efficiently import the content in their SuccessFactors talent management suite. It needed to be done quickly – within a three and a half month timeframe – to support the upcoming focal performance review process and enable managers to clearly set expectations for their employees.

**Solution Design** & **Project Management**

The HRIZONS team was able to step in and manage the project from start to finish, in close partnership with the SJMC internal project lead. Phase I took approximately six weeks, and included the design of the standardized job description template, establishment of standards for format and content, finalizing of the project plan, and training of the core team on needed rewrites of job descriptions.

Phase II included that actual input of all 550 jobs into the import templates, with rewrites included as needed. During this phase, the team developed job descriptions for “Core Jobs” which could be harmonized across the system (e.g. RN, Unit Secretary etc.) and leveraged for departmental variations. This process drove the standardization across the system to new levels. Because of the unique streamlined approach of relying solely on the knowledge of the HR Business partner without involving the business lines, this process was completed in a very compressed time frame of two and a half months.

In phase III, using their proprietary JDMS database, the HRIZONS team did quality assurance checks on all the content prior to import. Through this process further harmonization and opportunities for content improvements were made. HRIZONS then imported the content into the SuccessFactors JDM module, and made it available for employees and managers to view and utilize for setting employee expectations during recruitment, onboarding and performance management. This phase took approximately two months.

**Project Results**

* Project was completed within a very tight time frame with great success! 100% of jobs were revised and entered into JDIT from point of initial kickoff meeting in mid-May to August 30; Live in SuccessFactors by Oct 31s
* Project team has received favorable feedback from the Subject Matter Experts on initial versions of Job Descriptions; limited changes to Job Description content were needed upon validation with business owners.

**Key Success Indicators**

After completing over a dozen similar projects over the past three years, the HRIZONS team has identified the talent and technology requirements to ensure project success. Key success indicators exhibited in this project included:

* Strong project sponsorship – instrumental for gaining buy-in and support of the leadership team across the system, rallying resourced and providing support and encouragement for the core team
* Skilled project manager – with an HRIS background, detail oriented, and an influencer and driver across the system. Willingness ability to take full responsibility for ensuring execution of project tasks and knowledgeable in the area of data management.
* Knowledgeable HR Business Partners – exhibiting the drive, tenacity and dedication to the project to make sure tasks got completed. In depth knowledge of the jobs throughout the system, and respected experts with their business groups.
* Tools to streamline the input and rewrites of the job description content, including HRIZONS job description writing guides, import template (JDIT™), Job Tracker, and JDMS database for running quality checks on data and importing into SuccessFactors.
* HRIZONS healthcare library of competencies (job Responsibilities) and core jobs to provide a foundation for the update of job content across the organization.

**Lessons Learned**

1. Involve stakeholders in planning phases of technology implementation. Inform them of system capabilities and recommended best practices.
2. Coordinate project timeline with other organizational priorities; may require course corrections with implementation plan
3. Solicit input from HRIZONS consultants throughout the project – valuable!
4. Leverage HRIZONS training guides and tools to ensure timely rewrite of job descriptions and ease of managing job description content within SuccessFactors.
5. Robust education plan for End Users - “Communicate 8 times and 8 ways.”
6. Wisdom of using core team to build content and import into JDM prior to manager/Subject Matter Expert approval process
   * Pros – quicker implementation; no delays related to manager availability
   * Cons – resource demands on core team; potential for numerous changes in SuccessFactors if they do not have strong knowledge of the jobs they are documenting.