Case 19: The Planning Director and the HR Analyst (Sharp 147) Case 23: A Speed Bump on Staff (Sharp 147)

On case 19 the main summary was referring to a position had been vacant for four months. There for it is important positions are utilized to support the agency’s mission. Vacant positions are in great demand and positions vacant for an inordinate length of time do not support the agency’s projects. All applicants must meet these minimum qualifications to be considered for employment. Applicants meeting minimum qualifications are evaluated further. The vacancy announcement includes information about the minimum qualifications for the job. If the position is filled at multiple grade levels, the qualifications are stated for each grade level. Some positions have a physical qualification requirement in addition to experience or education requirements. There must be a direct relationship between the physical requirements and the performance of the critical duties of the position. If a selectee fails to meet the physical requirements of the position, they are not qualified for the position unless there is sufficient evidence that he or she

can perform the duties of the position safely and efficiently despite a condition that would normally be disqualifying.

On case 23 that mean you should be getting 10 to 20 percent above market.

In addition to the “one level up” review and recommendation, certain increases in compensation, noted below, require additional review and approval by higher levels of authority and/or the Compensation office. Reports of these increases will be shared with the university’s senior leadership. Documentation of review and approval may be audited. Keeping this in mind that Department administrators, senior business officers, human resource directors and managers, HR/payroll analysts and supervisors are responsible for ensuring their department’s compliance with staff wage and salary guidelines and staffing and classification procedures, including approval and recordkeeping requirements.

Case study 19 and 23 are very similar in the way that both cases are all about time and money.

“I used Leadership/Impact as a vital part of feedback on how they were functioning as a

leader. Then we trained coaches from within GE to be able to debrief on all three instruments.

Each leader had his/her own coach, who could interpret the results as part of the process

and develop an action plan to help improve behaviors.”

Like for example in regards to the two cases wish referral to money and time. I would say Rather than thinking of the healthcare organization as a conglomerate of units, think of it as a system a

Combination of processes, people, and other resources that, working together, achieve an end. Good leadership is important for the success of any organization. In a healthcare organization, good leadership is more than just important it is absolutely critical to the organization’s success. Talking about community organization in good leadership would be very interesting to find out that a lot plays on Then again, when someone comes out looking like a star, my work will be scrutinized by everyone else who doesn’t. Like it shown on case study 23 said Debbie, the way it is now, I facilitate employee-manager relations more or less single-handedly.

Leaders Working Together

Adopting a systems approach to creating patient safety—a primary goal of the hospital—means that all three leadership groups must be involved. The same reasoning applies to achieving the other goals of the hospital: financial sustainability, community service, and ethical behavior. The governing body, the chief executive and other senior managers, and the leaders of the medical staff must collaborate to achieve these goals.

 Lea If the redesigned processes through which clinicians work are to effectively create safety, this redesign cannot be accomplished without the involvement of the clinicians and their leaders, whose (all too human) errors are to be prevented, stopped, or mitigated.

The Leaders of the System

Leaders and groups of leaders in an organization? In most organizations, there are two groups of leaders: the governing body, and the chief executive officer and other senior managers which may be referred to collectively as the C-suite. If the governing body and the senior managers do not work together, the organization’s goals are unlikely to be met and, sooner or later, the latter group departs.

 Rehires

The rate of pay for employees who terminate and who are reemployed will be determined on the same basis as any candidate newly hired into a posted position, as described above. Although prior, relevant university experience would typically be an important factor, employees are not guaranteed the rate of pay associated with their previous position or guaranteed any increase in pay.

Annual pay increases

Departments need to be familiar with and follow the annual staff pay increases review and approval requirements and limitations described in these guidelines. Annual staff pay increases are merit-based and should vary according to individual performance and the amount of funding available.

When referring about the two case studies both were trying to get something from the third party as in getting someone in for a new position or having to go administrative assistants just went through our four-day training on HR procedures.

The citation provided is a guideline. Please check each citation for accuracy before use.The four sections of the “Leadership” chapter are reproduced in the following four chapters of this white paper. Each of the next four chapters addresses one section of the “Leadership” chapter, and each includes every standard, its rationale (when not self-evident), and its “element(s) of performance” (that are scored by the surveyor) in that section. The standard, its rationale, and its element(s) of performance (EPs) are in italics. [On occasion, there is a gap in the numbering of the elements of performance. This occurs when an element of performance that is applicable to another type of accredited organization (for example, ambulatory care, home care, long-term care) is not applicable to hospitals.] Annotations about background, intent, or implementation—especially with regard to governance—are often added to assist in the standard’s use as guidance for the hospital’s leaders.