

## **Presentation to the Governance Committee**

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**Presented by Merryman Putnam from Fahrenheit Advisors**

### **Presentation on Position Descriptions, Titles and People**

Merryman: Can you see the screen? Yep, yep. Okay, perfect. It's not up on the screen where my camera is. So I apologize for looking right at everyone. But so briefly, the task for today for me was to kind of talk about primarily titles but with that, you kind of have to talk a little bit about position descriptions, and then titles and then kind of the people that are on this so I'm going to just kind of go through some thought process about how you come up with what title, why titles are important, what they mean, but also what goes in behind them and then just some different options for you all to think about as you go through this process. So with that Okay, so like that was the background kind of just said that, I'll keep going. So, first, I want to start with position descriptions and hang on the system and get it all on one page. Okay.

And I want to start with position descriptions. Because as you all know, I did all the market pricing and everything to cut to match your jobs to survey jobs and then figure out what the right market prices for each job. And when I go through that process in I know I've said this before, but I always look at the actual meat of the job description. The titles are important and they kind of give me an idea of where people are relative where jobs are relative to others within the organization, but it's really the description. What goes into the purpose and the job responsibilities. That's how I match the job. So yes, titles can be important. But it's really the meat of the job that makes the most difference. And so, before you even set your titles, you want to make sure that your job descriptions are where they should be and that they're really talking about the specific duties responsibilities, how the work supposed to be completed, all that type of stuff, and they should reflect the job that the organization needs from each individual, not each individual specific experience or background or what is they have a specific degree. You don't want to write the job description around that individual whether it's a current individual, upcoming someone you're trying to hire. You want to make sure that the job really does reflect the job that the Haven needs in their organization. So then once that's all squared away, then you can start assigning titles to the jobs and what you really want to do is kind of look at the level and scope of responsibilities and that's how you determine like relative one job to the other, how you're going to title them.

You also want to look at the importance of if there's an outsider looking in whether it's a peer organization or somebody looking to use your services or someone looking to beat to get a job there. You want to make sure that they're really reflective to the external community of what that role that role is of that job in your organization. So just kind of a quick background behind position descriptions to Are there any questions about that?

Okay, so then let's go on to job titles. So there are many different they can play so many different roles. And as you all know, some organizations titles are very, very important and other organizations, they seem flat, you know, everybody has the same or very similar job titles, so there's not a right or wrong with any of it. It's really just what makes sense for each individual organization. And they are reflected both internally in one employee to the other but then also externally, with your peers externally. You know, if you're at a meeting of some sort or trade show or something and you're trying to connect with

people who are doing the same job that you are, obviously it's easier for everyone that has similar type job titles, doesn't always happen. So yeah, that's kind of that's part of it. And when you're creating the titles, you want to look at both the role and the level. So you know, what, Vamp job family are they and then kind of where what level in the pecking order are they? You also want to look at some of the core elements of distinction between the roles the responsibilities accountabilities and performance those are all things that kind of go into how you're framing where you're, each job was going to be slotted relative to another. And then uses of titles can accomplish several several objectives. They can identify the scope of responsibility, so obviously the bigger the title, the more responsibility presumably, that an individual has kind of designated 40 levels to someone who's managing people versus just an individual contributor or kind of where do they fall in that range. It also communicates the level of importance to external clients, peers, etc. We kind of talked about that.

Titles can also provide a career path for individuals. So if you're, especially in smaller organizations, it's harder to do because they're not as many jobs but if you do have different levels or different titles, and people can look forward to moving up in an organization that's usually what most people not everybody, but most people are striving to do is to keep their career growing and expanding, you know, what they're learning and, and challenging themselves so that provides a career practice well in titles are a good way to to reward people, assuming they are actually doing the job to reward people and give them something to look forward to. They also some organizations will use job titles as if there's a bonus plan and I know you all don't work specifically this week, way but you get certain different different bonus percentage or you might get different perks or certain different other things based on job title. So sometimes that is also something to look forward to as you're moving up.

So any questions so far? No. All right.

So some of the criteria used for assigning titles was position, scope and responsibility, whether you're having an operating budget and if so what your amount of it that you're responsible for services that you're managed, or it could be for you all clients that are managed products, you know, just depending on the organization or the company, obviously, or whatever you're managing the breadth and depth of customer relationships, the geographic span so if you have a no you are all in Tucson, but you also you do have multiple different locations. So it's you know, you're not, we're not talking about traveling across the United States, but you do have different locations. So if somebody is in charge of people in multiple different buildings, obviously that's more complicated and all in one building. The number of people that you're managing the scope of your management responsibilities, and whether you're a strategic planning provides strategic input, and you're really part of the strategic plan and moving the organization forward. So these are kind of all the different things that go into job titles. So are there any questions about any of that?

Okay, so then here are some options that just kind of based on conversations and where you're going, so what none of this they're not strict recommendations. They're not new. They're just kind of based on conversations that I've had with people they're based on what is kind of industry standard industry norm. As you all are expanding and growing, it might make sense for you all to enhance your titles, especially if you're trying to attract and retain talent and you feel like you want you know, being a vice president is gonna be much more attractive than being a manager or something. So this over here on this, this far left column is what you have currently, your current job titles and I chose just kind of the top level titles specifically, and then got very generic as you'll see at the bottom, you know, just manager

supervisor, Team Leader just because there's so many of them. I just wanted to kind of give you the concepts here.

So if you are looking at kind of doing because when you change the top title, it's really usually not just the top title that you change. If you're going to transition from executive director to CEO, you probably want to also transition some of the jobs right below it. And my understanding in this is this is one situation where with VP or excuse me, the finance director, that job since we have done the since we did the market study in that job was priced as a finance director and really that job description has been updated and enhanced so we did reprice that job, so that is a situation where the title changed and the kind of market value change. But that was very specific to that position because the job duties and requirements changed in the job. Description. So it wasn't just a reaction to a title change. That was a reaction to having conversations realizing that the job description wasn't really reflective. The original line wasn't really reflective of what was going on in that particular job and what the Haven really needed for that job. So that's so with all of that said so that this that is one situation where you may see a marked change, but otherwise, these are just kind of some you know, ideas of how you would see so if you move to a CEO, then you might have you know, elevate just that one kind of second and command if you will, to the VP and then you can keep some of your other titles, the same pretty much the directors, the managers.

Option number two would be you take you kind of elevate all of your directors up to a VP but then you make that second command a senior vice president, your residential and outpatient program managers can be elevated to directors. And then down at this level, you might just kind of, you know, maybe maybe not maybe your manager, state managers, maybe there are others that should be bumped up. Maybe some of your supervisors are bumped up to managers, team leaders to supervisors and that would have to be sorted through changes appear don't necessarily mean that they're going to change it. They're going to go all the way down through the organization. And I'm not even sure I would recommend that at this point. But I just wanted to kind of show the relationship of when you change things at the top there is a trickle down effect. But there doesn't have to be but they're there oftentimes are just so you're in more in alignment from an external standpoint. And then here, here's the call option number three, the big, big one because that's where you have all the Chiefs instead of VPs and this is really what you see in big corporate organizations that are kind of wandered to show one extreme and the other and then you know, it may be that you would pick and choose kind of some of these different ones. I would recommend unless there's a significant change and job descriptions that your journey you kind of treat everyone that has a current job title. Similarly unless you're going to change up their job descriptions. For instance, before we change the financial administrative director, if this were still finance director, I would have said keep it you know, and these guys, but since that actually has been elevated, I think you do want a separation between the top person the number two person and then everybody else.

Jeanie: QUESTION Yeah, I think for us to your point, and thank you for making it but you know, the Human Resources Department and the compliance department are for us just one or two people. So I think making it a chief, you know, you can't be a chief of yourself. So yeah, keeping the option one titles is probably more appropriate or for our situation.

Merryman: Yeah, I think it is a lot very heavy if you went all the way over to option three, but you know, just lay it out like you said, and also keep in mind, even if those titles cheap titles were used, that would not change the market data, unless, again, the job description changed significantly.

Barbara: I agree with Jeanie totally, I think option one is where we would at most.

Aimee: I would say that we might attract more clinical, we think we have a clinical director, candidate that is going to say yes, but we might attract more people that are beyond basic eligibility by using Vice President. And I would say the same thing for QM and compliance. But, but I don't know that.

Merryman: Well in in your situation, clinical services. I mean, that's the meat of what you all do. So I would imagine I could see that job being elevated above HR and compliance for sure. I mean, that, you know, again, I would want to make sure that job description is exactly where you want it. But from a title because I think from a market standpoint, they're all pretty close there together. But I think from a job description standpoint, if you were to enhance that, if you feel like that's necessarily because you mentioned the minimum qualifications, and maybe that's all you need. But you know, with any of these if you think they need an enhancing let me know. Yeah.

Colette: I just don't know this area, but I didn't know who else was on the meeting. To know if there was somebody I know that could couldn't, might have worked in the area, who might have some thoughts on I like the VP clinical services, and the QM so you know, I don't know if you have to just stay in line with everything how it is, you know, in option one, option two, if you can mix and match.

Merryman: You know, you don't have to stay in line. You sir. I mean, you want to make sure it makes sense, but I don't think that yeah, no, you don't I wouldn't, you know choose VP of Finance and then a Chief Compliance Officer, I mean, that, you know, wouldn't mix those two but kind of within this area. You know, again, I would make sure that the second in command there is a distinction, but then if you wanted to elevate you know, to one or two of these above the others I think that's fine and yours kind of work it down title but I would definitely because I would definitely make sure that number two, assuming that's really, I mean, that's that seems to be the what works for you all. And I think that's totally fine. But then I would kind of, I guess, arguably, you could put VP of Clinical Services up there, you know, as an SVP, if you were going to use SVP administration, and you could do SVP Finance Administration, that's fine too. Just simply because of usually, like a chief administrative officer incorporates a lot of different areas. And so that's it's just a catch all. But you could add the findings in there. as well.

Colette: And I think you want to keep it somewhat uniform also. So it's not I was just curious. I this is proud of my. I've never worked in an area like with titles.

Merryman: Sure. And you'll notice like right now I think the job description is Director of Clinical Services and over here I've flipped it so that you have, you know, all the directors are at the end instead of some in the beginning some of the in again, there's not a right or wrong, it's usually just easier to choose. Always start with the jump family or always start with the level where the title level one way or the other.

I figured this was my most interesting slide

Aimee: Phyllis, Barbara, Jackie, any thoughts?

Barbara: I wait a minute, but maybe you know, I'm comfortable with the Chief Executive Officer. I've talked to some of my own research. And called some different agencies that I knew of and they all had moved in that direction or already were, and I'm not sure that I'm I mean, I would be willing to delve to

do VP of Finance and Administration and beyond that I'm not sure that I thought enough about it or want to make a lot of decisions. I'm not really comfortable going that much farther.

Jacque: And I agree also with elevating the first to the two top positions and making a clinical services VP, or elevating it in some way means that we'll have more qualified applicants I think that's a very good consideration.

Merryman: You another stuff that isn't in here is like senior director, Senior Manager. You can add that level as well. So you could have a Senior Director, Clinical Services or clinical services senior director however you decide to do it. And then that way, that would be a distinction between clinical services and the other brain or you could do it for you for compliance. In both of these. However you want to do it the senior director so it's still a step below VP but step two, but from a director.

Jeanie: Me with our clinical services director, that person is or at least has been I may not have it right in my mind, that person actually does a fair amount of supervision and has to sign off on things. I mean, it's not just a administrative role, it actually has some services that that that person performs in connection with being a clinician, right and then I expect the title of vice president that you know, when I see vice president clinical services, I think of someone who's an administrator purely by interpretation of it.

Aimee: Well, our contracts our license all require that our clinical director be independently licensed, because they are providing and people are working under their license and they are providing clinical supervision right.

Jeanie: So that I mean because of that, I wouldn't be in favor of retaining the clinical services director title for that position, unless it was just an oversight, you know, just an administrative position. Because I think it is more descriptive of what that position actually does. And some level of both.

Aimee: The clinical director is part of administration do program design. They're typically out in the community representing the organization as well as providing in house guidance. And supervision, that sort of thing. So it's a straddle I would say.

Merryman: Do you feel like that job would be elevated above HR and clients but below the the Finance and Administration? Aimee what do you think?

Aimee: Um, I don't think it would be elevated over but directors pretty much from what I've seen this past year, pretty much everybody rolls up their sleeves and wears whatever hat needs to be worn for a particular day. But they do come with an area of expertise that guides the group's decision. I would say the Finance and Administration for sure is elevated above that position held the organization last year and probably much of the year before.

Barbara: It sounds like everybody's okay with the CEO and VP of Finance and Administration from what and I also have a note from Fran who couldn't make the meeting, who also had certainly was CEO was in favor, but of course I didn't think that we all realize that some of those other positions we're going to be talked about today.

Merryman: That may be my just because when I like big picture, stuff I like, I want to see I want to lay it all out.

Barbara: I'm not saying that you should not that you should have let us know it's just that we probably realize that it wasn't your No I think that's great that you've laid this all out to play. So I don't know if it's this. Did you have other information for us? I don't want to stop you the middle of your presentation.

Merryman: This is this is the end of it all if there's more you want or if I didn't answer questions let me know. Otherwise, you know, this just I was trying to give you a little bit of background into what goes into on and, and then and I do have other information that I think is far too detailed for this but you know, kind of level by level what the competencies might be what you know, a little bit more information which I can share for sure. That just it's beyond the scope, especially if you're focusing on on the top.

Barbara: This is what we exactly what we needed. And I think it was really helpful but I just is Does anyone have any more questions? They want to ask Merryman today?

Jeanie: I think it's just been really, really useful. Really helpful. Thank you.

Merryman: Thank you all. Well, I will send this to Aimee and then you can distribute is that just send it to Julie just to use?

Aimee: Either one of us. Okay, we're typically joined at the hip.

Merryman: Okay, I'll send it to both of you. And then you all can distribute. And that way you'll even if you want to pull it up while y'all are still on your meeting and go back through something. You'll have it I'll do it right now. Okay, great.