



المركز الطبي الجامعة الأميركية في بيروت
AMERICAN UNIVERSITY OF BEIRUT MEDICAL CENTER

دائرة الموارد البشرية
Human Resources Department

Inter Office Correspondence

To: Chairmen of Clinical Services
Heads of Divisions
Hospital Department Heads

From: Ilham Khalifé
Director of Human Resources

Subject: Job Evaluation

Date: September 11, 2003

The Human Resources Department regularly receives, from the various units in the Hospital, Staffing Requests as well as requests for changing the Grade or Job Title of an AUBMC employee.

In some cases, these requests are made because what we have on record in the Human Resources database as job titles and grades do not correspond to what the employee is actually doing on the job.

In order to fill a staffing request, or get approval for a promotion or even job title/grade change, AUB has processes in place that we need to follow.

While AUB has a clear documented process for Job Evaluation, it seems that this process is not clear for all the organizational units.

Accordingly, this memo is intended to clarify the related processes. We have designed forms that make it easy for all to see the various steps in each process. For each process, a basic policy and a form is available on the web at <http://hospital.aub.edu.lb/hrdmc/forms.html>

The three key processes we wish to address here are the following:

1- **Cost Center Change:** for creating or changing a cost center or sequence

The creation or change of a cost center involves budgetary considerations. Each cost center/sequence has a budgetary line.

Here it is important to get the signature of the sending department and the receiving department, before HR is able to process in payroll.

For initiating a cost center change, use form available at <http://hospital.aub.edu.lb/hrdmc/forms/CostCentereq.pdf>

In this process HR plays a “recorder” role by updating the HR database, after the decision-making has been made by line management.

2- **Staffing Requests:** For filling a vacant position

There are two types of requests: Replacements and New Positions.

Both types require the approval of the Hospital Director followed by the approval of the Budget Review Committee.

The staffing request must be accompanied by a job description, an organization review and an organization chart.

For initiating a staffing request for a new job use form Staffing Request Form (New Position) available at

[http://hospital.aub.edu.lb/hrdmc/forms/StaffingRequest\(New\).pdf](http://hospital.aub.edu.lb/hrdmc/forms/StaffingRequest(New).pdf)

For initiating a staffing request for a replacement use form Staffing Request Form (Replacement) available at

[http://hospital.aub.edu.lb/hrdmc/forms/StaffingRequest\(Replacement\).pdf](http://hospital.aub.edu.lb/hrdmc/forms/StaffingRequest(Replacement).pdf)

3- **Job Evaluation Requests:** For grading or upgrading a job, or for reviewing title change

The requests are made when the supervisor wishes to initiate a job analysis leading to promotions or grade change, or title change. Also, these requests must accompany staffing requests for new positions, which require evaluation by HR for proper grading.

Job evaluation is strictly an HR function, conducted in line with AUB's job evaluation policy, based on input from the job description. A grade cannot be "requested" by the department, a grade is assigned to a job by HR, based on this job evaluation analysis.

The job evaluation requests also require the approval of the Hospital Director, followed by the approval of the Job Evaluation Committee represented by the Budget Review Committee. They must be accompanied by a job description, an organization review and an organization chart.

Attached you will find the Internal Operating Procedure on the process of Job Evaluation, as well as the forms used for the process. The procedure and the forms are also available on the web at <http://hospital.aub.edu.lb/hrdmc/forms.html>

Approvals on job evaluations are made once a month. Accordingly, the cycle takes one to two months. It is important for all those in supervisory positions to familiarize themselves with the process. In case of questions regarding the process, please email us at hrdmc@aub.edu.lb

We will acknowledge your question and post the response in our FAQ section on the web.

cc. Dr. Nadim Cortas, Vice President for Medical Affairs
Mr. John Rhoder, Hospital Director