

# Leveling Up: Strengthen Your Executive Career Architecture with the Right Job Titling Framework



→ SULLIVANCOTTER'S WORKFORCE INSIGHTS360™

Leading a health system is complex and demanding work – and your executives are only as strong as the structures in place to support them. As the cornerstone of an effective workforce strategy, a comprehensive job architecture lays the foundation for your leadership team to thrive. This includes clearly defined job titling and leveling frameworks to help drive consistency, communicate accountability, and support recruitment, retention and engagement.

## WHY THIS MATTERS

Effective job titling and leveling enables HR leaders to align leadership positions with the appropriate rewards structures, performance management programs, career progression pathways and more.

A comprehensive framework allows organizations to:



Streamline organizational hierarchy and decision-making processes



Form the basis for a competitive total rewards package with cascading remuneration opportunities



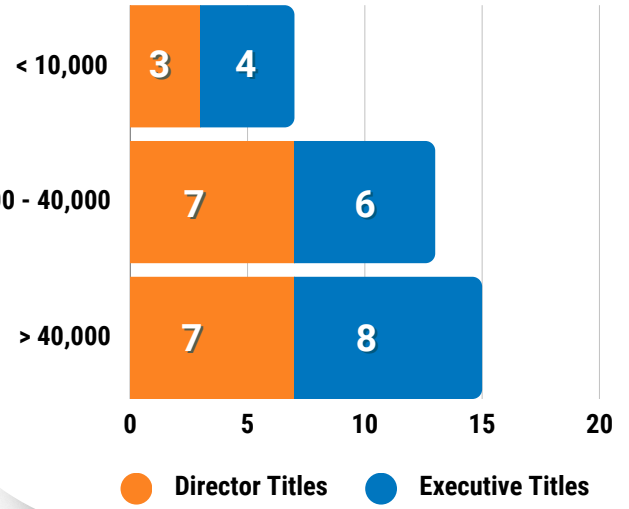
Support talent retention and career development planning

## LEADERSHIP TITLES BY ORGANIZATION SIZE

### Number of Titles Utilized

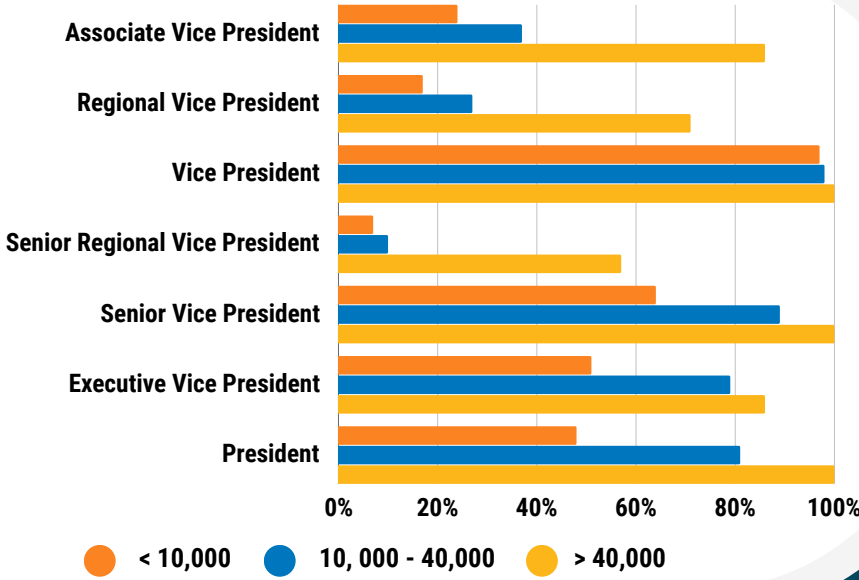
The number of Director and Executive-level job titles increases significantly as organizations grow and full-time equivalents (FTEs) rise.

- **Small organizations** (less than 10,000 FTEs) usually have up to 7 Director and Executive titles.
- In **midsize organizations** (10,000 – 40,000 FTEs) and **large organizations** (greater than 40,000 FTEs), this number can reach up to thirteen and fifteen, respectively.
- Director titles level off around 20,000 FTEs, but executive titles continue to diversify – highlighting the need for evolving leadership structures to maintain efficiency and support adaptability.



## Executive Title Prevalence

## EXECUTIVE TITLE UTILIZATION



Organizations of all sizes commonly use a standard Vice President and Senior Vice President classification as the foundation of their Executive and Chief Officer job titling and leveling frameworks.

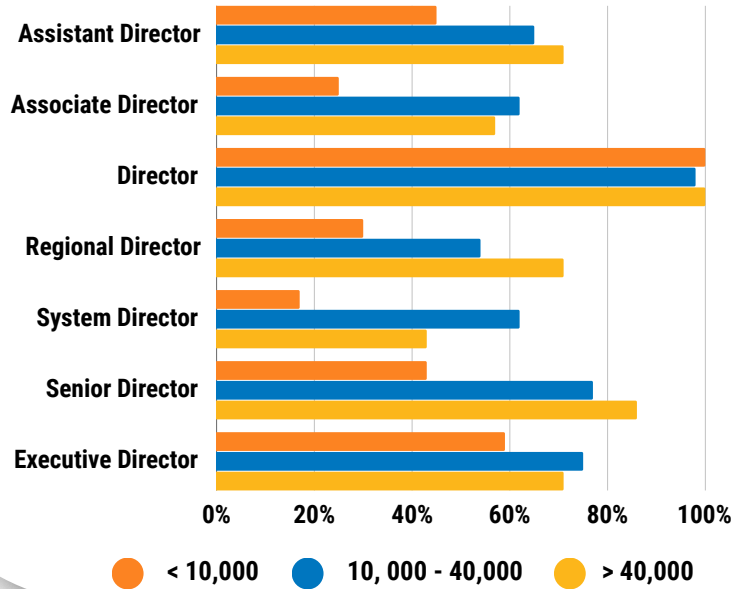
- In midsize and large organizations with over 10,000 FTEs, **Executive Vice President** and **President** titles are more common. Although not listed, additional **Group** and **Market** title modifiers begin to appear in health systems of this size.
- The **Associate Vice President** title is rarely used in small and midsize organizations but becomes highly prevalent in large health systems.
- **Regional Executive** titles are found mainly within these larger health systems as well.

## DIRECTOR TITLE UTILIZATION

### Director Title Prevalence

Organizations of all sizes use Director-level titles. The prevalence of other titles grows quickly in midsize and large organizations as compared to small organizations.

- While still utilized in nearly half of small organizations, the **Assistant Director** title increases in prevalence in both midsize and large organizations.
- **System Directors** are most prevalent in midsize organizations while **Regional Directors** are most prevalent in larger health systems.
- The utilization of the **Executive Director** title sits just above 70% in midsize organizations – suggesting that this title often serves as the entry level position into the executive ranks for organizations of this size.



## Looking to dive deeper?

Optimize your workforce with access to data-driven intelligence.

Discover how the size, shape, and cost of your employee population compares to national benchmarks with our Workforce Metrics Benchmark Survey.

Become a data member to unlock exclusive benefits and join a select group of leading health care organizations as they look to stay ahead of the curve in a complex marketplace!

