

The Staff Compensation Program

The JHU compensation program is designed to be flexible, responsive, and supportive for managers and employees throughout the university. The program offers managers authority and responsibility in making pay decisions within department and divisional guidelines and funding limits. The program is designed to:

- Reward staff in a timely manner for important work accomplishments and contributions to the goals of the university, and for increased skills and competencies in their current jobs or new ones
- Encourage career and professional growth
- Give managers more flexibility in rewarding staff for their accomplishments based on available resources and school/division specific protocol and procedures
- Administer pay consistent with pay policies, and the protocols and procedures of your school, division, or department

The program targets pay at market-competitive levels for staff members who are fully proficient in their jobs. An employee's pay is compared to internal (JHU) and external (market) pay for comparable jobs. This approach enables the university to attract and retain a highly competent workforce—essential to remaining a world leader in teaching, patient care, and research.

There are three key components to the staff compensation program:

- Role and Contribution Based Classification System—which assigns every job a role, level, and salary range
- Market-Based Salary Ranges—which are based on what other organizations are paying for comparable jobs
- Pay Policies and Practices—which provide career and salary growth opportunities and enable managers to recognize and reward employees who make highly valuable contributions

For any questions about the compensation program, staff members should contact their manager or local Human Resources representative.

Role and Contribution Based Classification System

The Role and Contribution Based Classification System assigns each job a role, level, and market-based salary range. The first step a Compensation Analyst takes to classify a job, i.e., determine the role, level, and salary range, is to review the job description for the job. The description is reviewed to understand

the nature of the work that is performed. The Compensation Analyst may then discuss the job with the manager or supervisor to further understand the duties and responsibilities of the job. Next, the job is evaluated based on nine factors valued by the university. Judgments are made about the characteristics of a job—how difficult it is to perform a job, the complexity of a job, the frequency at which certain tasks must be accomplished, and any other elements that define a job. Finally, the job is assigned a role, level, and salary range based on Hopkins' values and the “going rate” in the market.

Role

Each job is assigned a role based on the nature of the work for which it is responsible. Assigned roles allow for jobs to be grouped into broad categories. There are a total of five possible roles:

Operations Role: The *operations role* involves providing support and services through practical application of processes, methods, and procedures where emphasis is on performing tasks that support day-to-day operations of business. There are two types of *operations roles*:

- Administrative/Technical Operations
- Academic/Clinical/Research Operations

Examples of jobs assigned the operations role include:

Secretary, Administrative Coordinator, Laboratory Technician (entry level), Research Program Assistant

Professional Role: The *professional role* involves providing expertise in a profession or discipline where emphasis is on applying principles, concepts, and theory and knowledge is typically acquired through higher education.

There are two types of *professional roles*:

- Administrative/Technical Professional
- Academic/Clinical/Research Professional

Examples of jobs assigned the professional role include:

Genetic Analyst, Social Worker, Financial Manager, Laboratory Manager

Leadership Role: The *leadership role* involves leveraging resources and staff to accomplish work and translating broad vision and goals into long- and short-range plans. The focus of jobs assigned to this role is primarily leadership of others.

Examples of jobs assigned the leadership role include:

Clinical Department Administrator, Human Resources Director, Finance Director

Role narrows the possible levels to which a job is assigned:

- Operations jobs are in levels 1 to 3
- Professional jobs are in levels 3 to 5
- Leadership jobs are in levels 4 to 6

Each of the five possible roles has eight to ten salary ranges.

Level

After the role is determined, a job is assigned one of six levels. The level assigned to a job depends on the focus of the job and the type of contribution it makes to the university. The levels begin at level 1—jobs whose primary contribution is to perform routine, structured tasks—and go up to level 6—jobs whose primary contribution is to set the strategic direction of the university. Level six jobs are reserved for senior leadership positions, e.g., President, Vice Presidents, Deans.

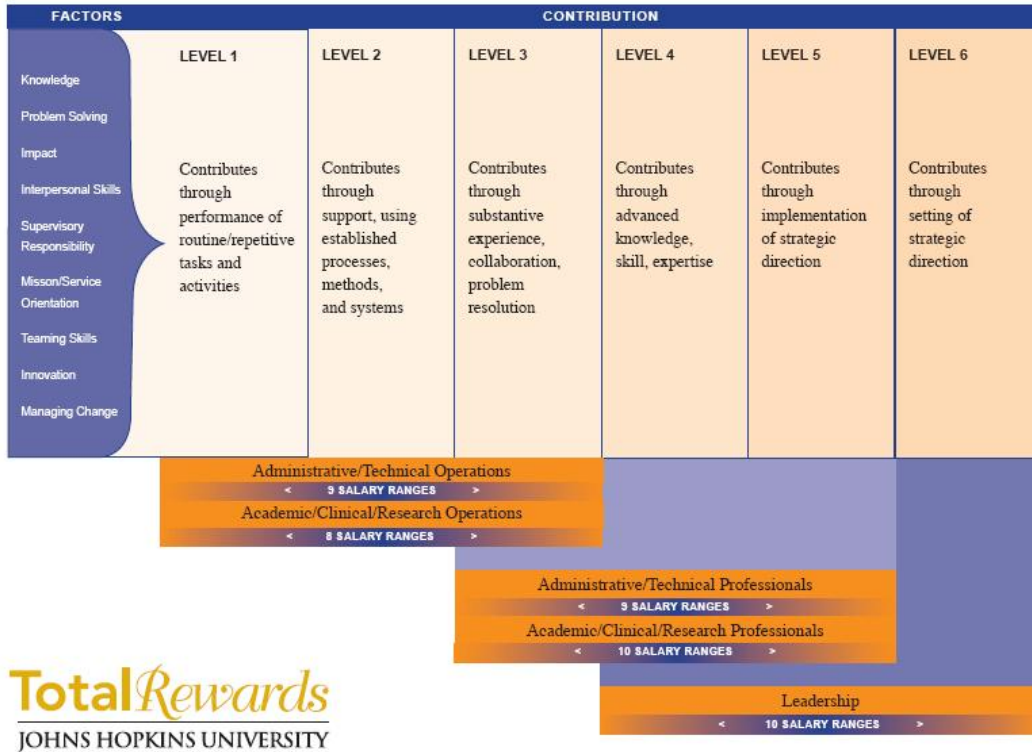
KEY POINTS:

- Level is a measure of a job's internal value within the university.
- Level does not determine salary range—it groups university jobs that share similar characteristics and make a similar contribution.
- Salary range is a measure of a job's external value within the labor market.

When determining the level of a particular job, compensation analysts evaluate the job duties using nine *job evaluation factors*. The job evaluation factors are based on competencies identified by Hopkins leadership as most valued by the university. Each job is evaluated based on these nine factors, or competencies. The factors include: knowledge, problem-solving, impact, interpersonal skills, supervisory responsibility, mission/service orientation, teaming skills, innovation, and managing change. A job may be assigned different ratings for each of the nine factors, but the overall level assigned is based on the majority of the ratings. The level assigned to a job does not determine its salary range. It simply groups jobs that share similar characteristics and make similar contribution.

The following chart shows the relationship between the three components of the classification system.

Matrix for a Role and Contribution Based Classification System



Here are some examples of jobs assigned to different levels:

- A **Budget Assistant** is a level 2 job in an operations role. This job provides support to a department and carries out processes and procedures to accomplish the tasks required for day-to-day tracking of the budget.
- A **Clinic Supervisor** is a level 3 in an operations role. This job requires high level coordination of day-to-day clinic operations. In addition to supervising staff, this job has to collaborate inside and outside of the department, and independently resolve problems.
- A **Laboratory Manager** is a level 4 in an academic/clinical/research professional role. This job requires an advanced science degree and applies theories, concepts, and principles of science when working in the lab. This job has responsibility for a staff, budget, and the scientific research of the lab.

Market-Based Salary Ranges

KEY TERMS

A **benchmark job** is a job whose duties are well understood and for which market pay information is readily available from published salary surveys. A benchmark job is a “standard” job that is similar across organizations and typically has many incumbents. Benchmark jobs can be used for making pay comparisons either within the organization or to comparable jobs outside the organization.

Compensation surveys collect data on prevailing market pay and trends. The surveys are conducted by third-party professional organizations that ensure compliance with *safe harbor guidelines* regarding the exchange of salary data in order to avoid antitrust violations that may be viewed by the federal government as price fixing.

Market Reference Point is the average median pay that is paid to similar jobs in the marketplace as reported in compensation surveys.

In the role and contribution based system, jobs similar in nature are grouped together and assigned a salary range based on internal and external market comparisons. Every year, the university gathers market pay information for *benchmark jobs* by participating in and purchasing *compensation surveys* administered by professional third-party organizations. The market pay information reported in the surveys is compiled and analyzed to determine the *Market Reference Point for each benchmark job*. The Market Reference Point is then used to assign a benchmark job to the salary range closest to its market value.

To assign a salary range to non-benchmark jobs where no reliable and valid market data is available, a job is compared to benchmark jobs and other similar jobs within the department and/or across the university.

Staff members’ pay will fall somewhere in the salary range, depending on performance, experience, and internal equity with other salaries in the department, school, and/or university

Assigning the Role, Level, and Market-Based Salary Range

The job classification process is not an exact science. It’s more of an art and is not always clear-cut. A job’s classification, i.e. role, level, and range, is based on Hopkins’ values and “the going rate” for a job in the market. The following are examples of how a job is assigned a role, level, and salary range.

Example 1: Jane's job is identified as a benchmark job, i.e. one with market data available

- The analyst reviews Jane's job documentation and determines that the purpose of her job is recruiting, screening, and interviewing people in the community as part of a large research study, recording all results, and making and confirming all follow-up appointments.
- Her job is concerned with carrying out processes and procedures to get things done; it is assigned an *Operations Role*.
- The knowledge, problem solving, teaming, and other evaluative factors fit the definition for *Level 2* contribution.
- Salary survey data are collected and analyzed to determine the "going rate" for the job. This data shows the average median pay is \$31,000 in the labor market.
- Jane's job is assigned a range in the operations role with a midpoint of \$31,600, because that is closest to the market average median pay.
- Jane's actual salary will fall somewhere in the range depending on factors like her performance, experience, education, and other salaries in the department, school, and/or university.

Jane's job: Operations, Level 2,
Range: \$24,627–\$33,842–\$43,056

Jane's job may be in Level 2, but her salary range and actual salary *could be higher* than someone whose job is in Level 3. Her contribution may be at Level 2, but the *market price for that job may be higher* than a job in Level 3.

Example 2: John's job is a unique job, i.e. no market data is available for this job

- The analyst reviews John's job description, talks to John's manager, and determines that he administers a questionnaire to patients designated by a program coordinator after their clinic visit. He then records and enters the results in a database. John does not screen the people for eligibility nor does he conduct any additional follow-up with the patients.
- To do his job, John uses processes and procedures in his area; his job is assigned an *Operations Role*.
- The knowledge, problem solving, teaming, and other competencies required fit the definition for *Level 2* contribution.
- With no salary survey data available for John's job, *other methods are used to assign a salary range*. These may include looking at other jobs in the department, comparing it to similar jobs across the university, conferring with the manager and/or recruiters to determine a best estimate for John's job in the market.
- It is determined that John's job should be assigned one range below Jane's job.

- John’s actual salary will fall somewhere in the range depending on his performance, experience, other salaries in the department, school, and/or university.

John’s job: Operations, Level 2,
Range: \$21,424–\$29,453–
\$37,502

Both jobs in these examples are classified as Operations role, Level 2, but they have different salary ranges. Jane’s job is matched to the market, and assigned a salary range based on the average pay in the market. John’s job is assigned a salary range based on a comparison made to benchmark and other jobs within the university.

KEY POINTS:

- Jobs can have the same role and level, but a different salary range.
- If there is no market data for a job, Compensation “slots” that job in relation to others within the university.
- A salary range reflects what the job market is paying for a certain type of job.
- An employee’s pay will fall somewhere in the assigned range, depending on a combination of performance, education, experience, and internal equity.