

# Assigning the Role, Level, & 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,