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,