

Level Definition

Enabled by SullivanCotter Workforce Insights360™



As health care organizations look for better ways to optimize care delivery and improve performance, effectively managing the size, shape and complexity of the workforce remains a key initiative. By evaluating the leveling factors that define job levels against market benchmarks, redefining level definitions can support the development of a workforce architecture that clearly defines differences in roles, informs job requirements, enables policy governance and creates a foundation for compensation benchmarking and pay equity analysis.

Leveraging our proprietary SullivanCotter Workforce Insights360™ database and technology, we combine data-driven insights, competitive analysis and customized design recommendations to inform level definition to support your organization's needs.

Workforce Insights360™

- Maps every position into a standardized set of job families and functional hierarchies.
- Groups each employee into an objectively-defined career stage and job level based on a unique demographic and accountability profile.
- Produces level definition metrics for a wide range of titles, families, levels, functions and career group combinations.

Our Solutions



Market Data: Comprehensive report summarizing competitive market practices. The market can be defined broadly or include a custom group of peer organizations. Level definition metrics can be produced for targeted job title groups, job levels, job families, functional areas and career stages. Analysis can also be performed for a specific job title or on a custom cohort definition.

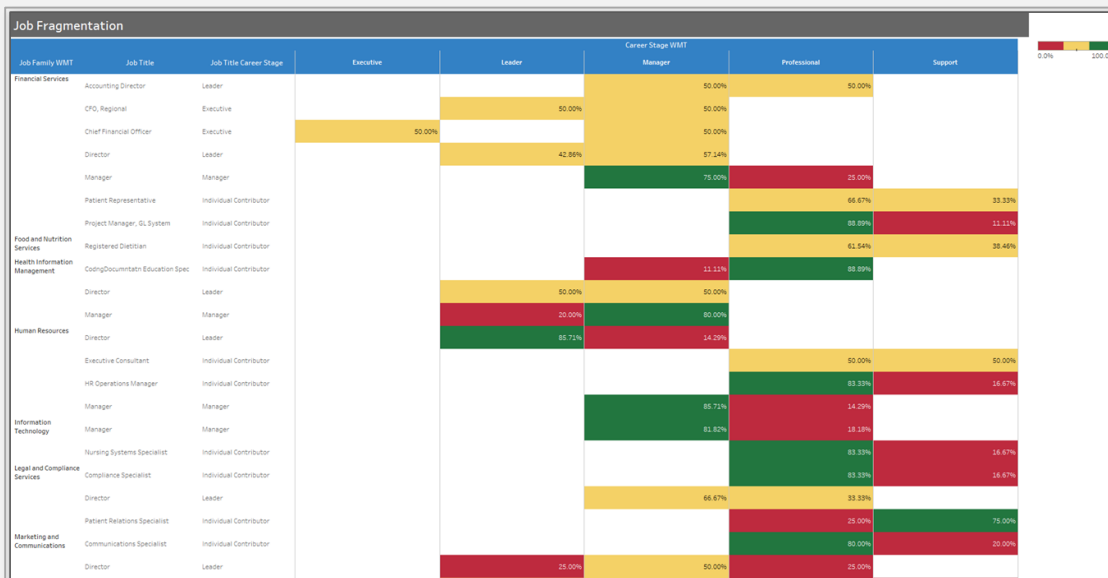


Competitive Analysis: Compares your organization against health care practices using leading data. We will provide commentary on market practices, workforce insights and advice on the implications of the analysis in the context of your organization's strategic objectives.



Design Recommendations: Recommends leveling definitions which consider the organization's unique operating structures, role complexity, geographic footprint, managerial span of control, experience requirements and talent availability.

Benchmarking and Competitive Analysis



	Career Stage Job Title Groupings	Career Stage Mapping Groupings		
		Executive	Leader	Manager
Organization Reporting Level	Average	3	4	5
	2	12%	--	--
	3	31%	18%	2%
	4	27%	38%	14%
	5	15%	17%	54%
	6	--	27%	22%
	7	--	--	7%
Direct Reports	Chief Officer/SVP	6%	--	--
	Vice President	2%	--	--
	Director	40%	2%	--
	Manager	13%	15%	1%
Total Reports	Other	39%	83%	99%
	Average	772	60	23
	10 th - 90 th %ile	32 - 1,299	4 - 144	5 - 42

Getting It Right

- Clearly defined level definitions are the foundation of an effective career architecture.
- Improving level definition is achieved by delineating roles using objective factors to create a fair and consistent structure within and across job functions.
- Consistent job level definition eliminates guesswork and promotes trust and confidence in job assignments.
- Systematic analysis of job level definition enables alignment with reward structures, performance management, development programs, workforce planning and career progression.

