

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.

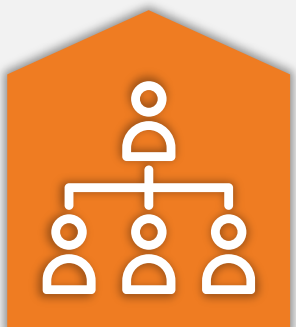
Benchmarking and Competitive Analysis

Executive Titles Objective Factor Prevalence																																
Title Level	Reporting Level					Supervisor Title Level							Highest Direct Report Title Level										Total Reports			Functional Leadership						
	2	3	4	5	6	Chief Executive	President	Executive Vice President	Senior Vice President	Vice President	Executive Director	Associate Director	Individual Contributor	President	Executive Vice President	Senior Vice President	Vice President	Executive Director	Senior Director	Director	Associate Director	Senior Manager - Supervisor	Individual Contributor	None	25 th Percentile	50 th Percentile	75 th Percentile	Multi-Family	Family	Multi-Function	Function	Sub-Function
E4 - President	11%	37%	32%	9%	11%	7%	30%	20%	26%	3%	12%	3%	9%	-	27%	28%	5%	2%	10%	-	2%	3%	15%	2	286	1,297	9%	18%	13%	8%	7%	47%
E3 - Executive Vice President	72%	24%	4%	-	-	59%	19%	14%	8%	-	-	-	18%	2%	48%	24%	2%	4%	-	-	-	-	2%	127	705	2,997	28%	20%	24%	10%	0%	18%
E2 - Senior Vice President	14%	46%	20%	17%	3%	22%	19%	19%	34%	3%	3%	1%	5%	-	13%	29%	7%	4%	22%	1%	4%	6%	9%	10	104	597	8%	18%	15%	13%	12%	34%
E1 - Vice President	1%	28%	47%	20%	3%	4%	19%	16%	46%	12%	2%	-	-	-	1%	6%	17%	10%	44%	1%	4%	5%	10%	9	38	211	-	6%	15%	18%	11%	49%

Leader Objective Mapping																																
Mapped Level	Reporting Level					Supervisor Title Level							Highest Direct Report Title Level										Total Reports			Functional Leadership						
	3	4	6	7	8	Executive Vice President	Senior Vice President	Vice President	Senior Director	Director	Associate Director	Senior Manager	Manager	Associate Manager	Senior Vice President	Vice President	Director	Associate Director	Senior Manager	Manager	Associate Manager	Supervisor	Individual Contributor	None	25 th Percentile	50 th Percentile	75 th Percentile	Multi-Family	Family	Multi-Function	Function	Sub-Function
Executive Director	9%	32%	55%	5%	-	-	50%	41%	5%	5%	-	-	-	-	41%	5%	-	36%	14%	5%	-	-	81	168	402	-	-	32%	23%	14%	32%	
Senior Director	2%	9%	52%	36%	2%	5%	16%	56%	22%	-	-	2%	-	2%	17%	8%	-	52%	16%	6%	-	-	60	153	227	-	2%	19%	27%	14%	39%	
Director	-	15%	42%	34%	9%	1%	13%	42%	26%	15%	-	1%	3%	-	1%	4%	2%	-	40%	12%	20%	14%	6%	8	30	77	-	-	3%	15%	18%	64%
Associate Director	5%	21%	12%	28%	34%	5%	25%	12%	7%	33%	9%	1%	9%	-	2%	-	2%	-	12%	16%	34%	25%	10%	3	24	46	-	-	1%	12%	4%	84%

Getting It Right

- Clear 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.



Looking to gain additional insight?

[Learn more](#) about our workforce solutions and the benefits of becoming a SullivanCotter Workforce Insights360™ data member.

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