Measuring Market Competitiveness

Business Opportunity

Position Requirements

Employee Skill & Performance

Employee Outcome

Mapped job (& pay range)

Position in pay range

Degree of market competitiveness

Organizational Influence

Operating model & organizational design

Available budget & peer equity
Understanding Pay Ranges

**Overlap is where offer and acceptance happen**

- **Minimum**: $75k
- **Midpoint**: $100k
- **Maximum**: $125k
- **Q1/2**: $87.5k
- **Q3/4**: $112.5k

**Represented lowest market pay**
- **Represented market median of job**
- **Represented highest market pay**

**Remember:**
- Pay range represents all plausible levels of pay for a given job
- Some minor misalignment is normal when implementing a new salary structure
- Major misalignment begs review of fundamentals such as the position’s mapping
Pay ranges help Ohio State make informed decisions

- Provides guidance for new hire placement within pay ranges
- Establishes expectations for typical proficiency levels within pay ranges
- Note: additional concepts or standards may exist for certain jobs (e.g. core services—high degree of requirement consistency)

Meets minimum qualifications
May be new to job or field
Developing proficiency

Possesses most knowledge and skill required for full proficiency
Building body of experience
Increasingly effective in job

Fully proficient, knowledgeable, well qualified
Significant relevant experience
Sustained high performance and independence

Expert in all job criteria
Breadth and depth of experience
Highest performer and highly independent in job
Understanding Salary Structures

What is a Salary Structure?
A progression of pay ranges forms a salary structure. Salary structure must be updated regularly to keep pace with market pay trends. Salary structure allows organizations to:

- Apply the market pricing of jobs to a common internal framework
- Compare the value of jobs across the organization
- Express competitive and appropriate pay rates for jobs and employees
- Make informed pay decisions for new hires, merit increase, promotions, and adjustments

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>21,525</td>
<td>28,700</td>
<td>35,875</td>
</tr>
<tr>
<td>2</td>
<td>22,650</td>
<td>30,200</td>
<td>37,750</td>
</tr>
<tr>
<td>3</td>
<td>23,775</td>
<td>31,700</td>
<td>39,625</td>
</tr>
<tr>
<td>4</td>
<td>24,975</td>
<td>33,300</td>
<td>41,625</td>
</tr>
<tr>
<td>5</td>
<td>26,175</td>
<td>34,900</td>
<td>43,625</td>
</tr>
<tr>
<td>6</td>
<td>27,525</td>
<td>36,700</td>
<td>45,875</td>
</tr>
<tr>
<td>7</td>
<td>28,875</td>
<td>38,500</td>
<td>48,125</td>
</tr>
</tbody>
</table>
Ohio State’s Salary Structure:

Staff Salary Structure
  • Used for jobs in the T, S and M band

Clinical Salary Structure
  • Used for all C band jobs

Nursing ONA structure
  • Specific Career Roadmap Nursing Jobs that need to have the same range as ONA nursing jobs

Note:
Limited Career Roadmap jobs have pay set by an external governing body or agency. In Workday, these jobs will not be assigned a traditional salary grade but will have a specific field flagged as "Negotiable."
### Applying Salary Structures

<table>
<thead>
<tr>
<th>Band &amp; Level</th>
<th>Academic Administration</th>
<th>Finance</th>
<th>Information Technology</th>
<th>Legal and Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Academic Program Services</td>
<td>Financial Operations</td>
<td>Applications Development</td>
<td>Legal Counsel</td>
</tr>
<tr>
<td></td>
<td>Mid Point</td>
<td>Grade</td>
<td>Mid Point</td>
<td>Grade</td>
</tr>
<tr>
<td>S1</td>
<td>51,600</td>
<td>13</td>
<td>54,200</td>
<td>14</td>
</tr>
<tr>
<td>S2</td>
<td>61,500</td>
<td>16</td>
<td>61,500</td>
<td>16</td>
</tr>
<tr>
<td>S3</td>
<td>66,400</td>
<td>17</td>
<td>83,600</td>
<td>20</td>
</tr>
<tr>
<td>S4</td>
<td>97,500</td>
<td>22</td>
<td>97,500</td>
<td>22</td>
</tr>
<tr>
<td>S5</td>
<td>105,000</td>
<td>23</td>
<td>123,000</td>
<td>25</td>
</tr>
<tr>
<td>S6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Remember:**
- The same band and level don't indicate the same pay grade.
- The same pay grade indicates the same pay range.
Salary Structure Implementation approach:

• We anticipate a soft implementation of the new salary structures:
  • Units will **not** be required to immediately move employees in existing jobs to range minimum
  • Units may focus future merit dollars on below minimum situations
  • Units will remain vigilant about internal equity and address concerns timely
  • Below minimums will be alleviated over time through turnover, promotions, adjustments, and merit
• New hires, rehires, and promotions must meet range minimum requirements
• Exceeding range maximums is anticipated to result in lump sums during annual merit
Thank you for your time with this learning session.

Check out our other videos at hr.osu.edu/career-roadmap/resources