HR Town Hall

April 26, 2019
Susan Basso
Senior Vice President, Talent, Culture & Human Resources
Agenda

1. Guest Speaker
2. Break & Booths
3. HRSD – Update
4. Career Roadmap Update
5. HRSD – What’s Next
6. Wrap-Up + Q&A
WELCOME – Guest Speaker

R. Shawn Ishler
Director of Client Services,
Bartell & Bartell Ltd
Agenda

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VISIT A BOOTH DURING BREAK

ServiceNow (2)
- Watch a demo
- Ask questions

Enterprise Project

Workday
- Watch a demo
- Ask questions

Career Roadmap

HRSD
- Ask questions
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HRSD Updates

Proposed Model

Policy

Shared Services

Pilot
Since October – What Have We Been Up To?

- HRSD Design Sessions
- HRSD Key Decisions
- Engagement
- Workday Configuration
- Shared Services & ServiceNow
- Career Roadmap
By the Numbers – Engagement Across Campus and the Health System

9 Service Delivery Design Sessions with over 40 participants

4 Shared Service Center working groups with 30 participants

7 Carmen Connect Sessions Delivered on 3 topics to 650+ participants

5 days of Workday Process Sessions covering 14 different business process topics with 60 invited participants

65+ presentations delivered across campus and the medical center to various groups including: Council of Deans, Wexner Medical Center Executive Leaders, Department Chairs, USAC, Academic Advisors
HR Excellence: Part of Our HR Journey

HR @ Ohio State

Talent Management
Recruit, retain, and develop the most talent and high quality employees, faculty, and physicians.

HR Excellence
Improve the employee experience through transformed HR core processes that deliver strategic HR services and transactional accuracy and efficiency.

Total Rewards
Ensure competitive Total Rewards while balancing fiscal responsibility.

Change Management
Communication
Compliance/Management Of Risk
Culture
Diversity & Inclusion
How Does it All Fit Together?

HR Transformation is grounded in the HR Strategic plan.

HR Service Delivery is part of the broader HRT and is being delivered as part of the Enterprise Project.
Outcomes Supporting the University and Health System

- An HR organization with **common skills and qualifications** that are consistently applied and reportable to support delivery of business objectives.

- **Streamlined, consistent, and transparent** processing of HR transactions.

- **Align HR practices** between campus and the medical center, where applicable.

- Unit HR focus on strategic business needs with **less manual data entry**.

- **Real-time operational line of sight** such as viewing open positions and reporting.

- **Minimize of duplicative approvals** in HRA/Green Action and PeopleSoft.
The HR Service Delivery Model is built to create **consistency** while providing the **flexibility** to focus on **high quality services** to leaders, staff, faculty, and HR stakeholders.

Roles Co-Located In Business*:
- HR Business Partner (HRBP)
- HR Consultant (HRC)
- Talent Acquisition Consultants (TAC)

* Includes colleges, VP units, regional campuses and health system business units. Additional roles in discussion.
Proposed Future-State HR Model

Specific roles will be physically located within the college, unit(s) or health system to work closely with unit leadership to drive business objectives.
Proposed Future-State HR Model Roles

Senior HR Business Partner*

*Not exhaustive list of Senior HR Business Partner responsibilities

**Leadership. Accountability. Alignment.**

“Through the **leadership** and development of HR Business Partners (HRBPs), I drive strategic HR initiatives and priorities across multiple colleges and/or units, while ensuring **accountability** and **alignment** of HR services within the Centers of Expertise, Shared Service Center operations and the HR Strategic Plan.”
HR Business Partner*  
*Not exhaustive list of HR Business Partner responsibilities


“I collaborate with Centers of Expertise and partner with unit leaders and HR Consultants to drive strategy and change, manage talent and culture and implement HR solutions within my unit/college that help advance the unit’s mission and vision.”
Proposed Future-State HR Model Roles

HR Consultant*

*Not exhaustive list of HR Consultant responsibilities

"I support managers, supervisors and employees and deliver HR support that assists in enhancing organizational performance and focuses on moments that matter. I execute HR services that are aligned with the Centers of Expertise and the Shared Service Center."
Working Together in the Proposed New Model
Interaction Examples

What the Interactions Are…

- Examples of how various roles within the proposed future-state HR Service Delivery model will work together
- Illustrative responsibilities for each role within the interactions
- High-level view of interactions that may work together through various scenarios

What the Interactions are not…

- Inclusive of all interaction points between roles
- Illustrative of all scenarios or employee groups
- Comprehensive listing of all responsibilities for roles
How do HRBPs and College / Unit Leaders work together?

- HR advisory on best practices
- Continuous improvement to support the business
- Leadership development and coaching for HR and the unit
- Workforce & Succession Planning
- Data Analytics/Reporting

- Unit Strategic Plan
- Strategic Support requests
- Identification of operational priorities with workforce and budget

SAMPLE Interaction Model
How do HR Consultants and HR Services work together?

- Execute Unit HR Transactions
- Support HR Services and Service Commitments
- Escalation support and point of contact for Employees
- Reporting, data, analytics

- Provide HR Services requests
- Escalate risks/ issues with transactions occurring in Shared Services
- Reporting, data, analytics

SAMPLE Interaction Model

THE OHIO STATE UNIVERSITY
How Do Employees Get HR Services?

**Sample Interaction Model**

**Employee**
- Initiate service requests and inquiries
- Work with HR Services on resolution and/or with HR Consultant, as needed
- Feedback on services provided

**HR Consultant**
- Complete service requests
- Provide answers to inquiries
- Build knowledgebase and tools for continuous improvement of available information for employees

**HR Services**
How Do Talent Acquisition Consultants (TACs) and Hiring Managers work together?

- Talent Acquisition expertise
- Screening/Interviewing Candidates
- Recruitment plan
- Employer Brand
- Continuous improvement
- Sourcing diverse set of candidates

SAMPLE Interaction Model

Talent Acquisition Consultant

Center of Expertise

Hiring Manager

HR Consultant

HRBP

- Recruitment needs in accordance with Workforce Plan
- Role requirements
- Interviewing
- Candidate selection
HRSD Updates
HR Policy Progress and Next Steps

Goals of Policy Revisions:
- Improve the Ohio State employee experience
- Create operational efficiency and effectiveness
- Alignment of university and Wexner Medical Center policies to create one employee policy institution-wide, where appropriate.

Website to provide status of each policy batch and timeline Coming Soon!

1. Determine Scope
   June 2018 – Aug 2018

2. Draft Policies
   Aug 2018 – June 2019

3. University Feedback
   July 2019 – Jan 2020

4. Finalize Policy
   Aug 2019 – Feb 2020

5. Final Signoff (Legal, SMC, President’s Cabinet)
   Feb 2020 – June 2020

*Policy schedule previously provided to SHRPs
HRSD Updates

- Proposed Model
- Policy
- Shared Services
- Pilot
Shared Service Center Subcommittees

**Working Team 1 – Buckeye Frontline**

**OBJECTIVE**
Design the HR customer experience.

- Contact Inquiry
- Enabling Technology
- Customer Support Experience

**Working Team 2 – Content Collectors 2.0**

**OBJECTIVE**
Establish processes, knowledge, and technology

- Interim Business Process
- Knowledge Content Collection
- Enabling Technology (Process Specific)

**Working Team 3 – BucKPIs**

**OBJECTIVE**
Define operational expectations.

- Service Management
- HR Vendor Management

**Working Team 4 – Guardians of Knowledge & CSI Buckeye**

**OBJECTIVE**
Ensuring durability of processes and improvement

- Knowledge Content Management
- Continuous Improvement
How Do We Get HR Services?

- Portal and Web Forms
- Customer Service Associates
- Walk-Up Service Locations
- Email
- US & Campus Mail
- Fax
HRSD Updates

- Proposed Model
- Policy
- Shared Services
- Pilot
HRSD Pilot Scope

COLLEGES/UNITS

1. Pilot Partners

FUTURE STATE

2. Office of International Affairs

Service Center

3. OHR & Pilot Partners, Employee and Labor Relations

OHR Recruiting

4. Immigration Services for Pilot Partners

Employee and Labor Relations CoE

Compliance Team
HR Service Delivery Milestones

- **Org Design**
  - Dec 18: Baseline Survey
  - Mar 19: Proposed Org Structure
  - Apr 19: Facilitate Business Process Pilot

- **Workforce Transition**
  - Jun 19: Workforce Transition Strategy
  - Jul 19: Workforce Transition Execution

- **Shared Services**
  - Design, Test, Deploy Enabling Technology
    - Phase 1: Internal Case Management
    - Phase 2: Expand Case Mgmt
    - Phase 3: Portal
    - Phase 4: Ent. Prjct
  - Design Build Interim Service Center Processes
    - Confirm Funding Approach
    - Design Interim Facility

- **Change Management**
  - Change / Communications
  - Transition Communications
  - Change Impacts
  - Develop Training
  - Deliver Training

- **HRT**
  - Policy
  - Career Roadmap

**Key Activities**
- Transition to Proposed HR Model Begins

**Deliverables**
HRSD – Career Roadmap – Workday

- Market-priced pay structure
- Visible career paths
- Job Profiles
- Clear performance expectations
- Defined career paths

Employees can explore career paths
Hiring Managers have visibility to open Positions and Jobs
HR Partners have access to market relevant data
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6. Wrap-Up + Q&A
• It Takes a Village - Thank You!
• Journey, Overview, and Usage
• Current Status and What’s Next
• Tools and Resources
• Call to Action
Career Roadmap Adoption Survey Results

140 / 200 HR Respondents

Q1 – I am confident that the salary ranges reflect market competitive pay for Ohio State jobs.
- 14% Strongly Agree or Agree
- 14% Agree
- 72% Neutral

Q2 – I believe our job catalog is comprehensive in describing jobs across all of Ohio State.
- 25% Strongly Agree or Agree
- 13% Agree
- 62% Neutral

Q3 – I believe our job catalog provides consistent job descriptions across all of Ohio State.
- 13% Strongly Agree or Agree
- 10% Agree
- 77% Neutral

Q4 – The Ohio State job catalog helps staff see a potential next step in their career.
- 15% Strongly Agree or Agree
- 12% Agree
- 73% Neutral

Q5 – I am confident our salary structures are regularly updated to keep pace with the market.
- 8% Strongly Agree or Agree
- 15% Agree
- 77% Neutral

Q6 – I have information I need to help differentiate one job level from the next job level.
- 31% Strongly Agree or Agree
- 14% Agree
- 55% Neutral

THE OHIO STATE UNIVERSITY
Career Roadmap Journey
For HR Partners, managers and employees

January-March 2019
- Employees can submit questions to HR Compensation via website
- HR partners review initial job functions and sub-functions

July-Sept 2019
- HR Partners learn mapping process
- HR Partners map positions to job catalog
- Managers learn mapping process and Career Roadmap Fundamentals

January-March 2020
- HR Partners and managers review final mapping results and any remaining questions
- HR Partners complete additional CR training

October-December 2018
- Employees learn about project launch on new website
- HR teams consider ways to be involved

April-June 2019
- HR Partners complete review of job functions and sub-functions
- HR Partners complete training on Career Roadmap Fundamentals

October-December 2019
- Managers map positions to job catalog building on HR Partners work
- Employees learn about Career Roadmap Basics

April-June 2020
- HR Partners and managers prepare teams for implementation
- Employees join training
CR organizes job functions, titles, and a pay structure that will:

- Keep pace with market trends
- Be consistent in titles and career levels
- Provide visibility to career paths
- Apply across the university and medical center
- Provide more clarity on career paths and compensation
- Provide more clarity to make informed decisions

Career Roadmap Overview & Usage
Career Framework: Ohio State’s New Job Architecture

Career Framework Provides:

- Consistent decision framework for assigning job levels and valuing jobs
- Visibility to career paths
- Grouping of like jobs which helps deliver solutions unique to each population

Please visit the Career Roadmap website for a deeper dive on the framework
https://hr.osu.edu/career-roadmap/resources

<table>
<thead>
<tr>
<th>Job Function:</th>
<th>Broad Grouping of Occupational Disciplines</th>
<th>Recognized Occupational Discipline</th>
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<tbody>
<tr>
<td></td>
<td>Individual Contributor Series</td>
<td>People Leader Series</td>
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<tr>
<td></td>
<td>Technical</td>
<td>Clinical</td>
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<tr>
<td>Career Band:</td>
<td>T1 Entry</td>
<td>C1 Entry</td>
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<td></td>
<td>T2 Experienced</td>
<td>C2 Experienced</td>
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<td>T3 Senior</td>
<td>C3 Senior</td>
</tr>
<tr>
<td></td>
<td>T4 Lead</td>
<td>C4 Lead</td>
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* Limited Roles
Job Catalog Development Progress
What’s Next – Position Mapping

- **June**: SHRPs/BUDs Learn
- **July**: HRPs Learn
- **August**: Initial Mapping by Comp Team
- **September**: Managers Learn
- **October**: HRPs Map Positions
- **November**: Managers Map Positions

Examples of tools to aid in mapping:
- Career Roadmap Fundamentals eLearning
- Mapping 101 training
- Job Catalog
- Career Band & Level Guides
- Position Mapping Tool (web app)
- Position Mapping Job Aid

*Under Construction*

**The Ohio State University**
Call to Action

- Put on your Ohio State hat
- Familiarize yourself with website and tools available
- Use and share “Ask A Question” feature on website
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Proposed Future-State HR Model*  

*SVP Talent, Culture, & Human Resources

Chief of Staff & Director of HR Operations

AVP, Talent, Diversity & Leadership
- Talent Acquisition Consultant (High Volume, Professional Staff, Health System, Research and Faculty, Executive)
- Strategic Employer Branding and Sourcing

AVP, Total Rewards
- Sr. Director, Director, Lead, Manager, Consultant:
  - Retirement
  - Health and Welfare
  - Wellness
  - IAMVS
  - Compensation

Sr. Director, ELR / EEO Officer
- Employee and Labor Relations Consultant
- Policy Rep
- Project Manager
- Labor Manager

AVP, Shared Services
- Lead, Coordinator, Specialist, Analyst:
  - Lead, Coordinator:
  - Employee Relations
- HR Project Manager and Continuous Imp
  - HR App Developer
  - HR Digital Experience Developer
  - HR Analyst
  - HR Analytics and Data Manager

**Role list is not exhaustive, titles are not final and picture does not indicate number of positions**
• Approach provides **flexibility** using different options by type of role
• HR Professionals will have the **ability pursue interests** and consider roles that provide **professional growth opportunities** throughout the University.
• The priority is to **place individuals in the first choice role they are best qualified for**, considering interests, availability, and career paths.
• Roles **include training** as required.
• We will **maintain current levels of service** for HR activities within the colleges and units.
• Transitions begin in June 2019 for pilot units; **majority of the transitions will occur in January 2020** with additional transitions post go-live as the organization continuously improves.
Proposed Workforce Transition Methods

Selection
Select roles are filled by individuals using defined criteria or job reclassification.

Expression of Interest (EoI)
The primary way the HR community expresses interest in specific role(s) and selected based on review of qualifications and/or interviews.

Posting
Roles are filled from inside / outside the OSU HR community via interview and assessment process.
I am provided the opportunity to express interest in roles.

I am offered a specific role by OSU Leadership.
I am provided the opportunity to express interest in roles

April 2019
- I know more about the new organization after attending the HR Townhall

May 2019
- I meet with my manager to discuss my interests and she helps me narrow down based on my skills and successes
- I visit the HRT Website to learn about the new roles

June 2019
- I attend a staff meeting hosted by my unit’s new HRBP and learn about their role and they share details on the role matching process

July 2019
- I have a meeting with my unit's HRBP to discuss my interests and preferences

August 2019
- I have a meeting with my unit's HRBP to discuss my interests and preferences
### I am provided the opportunity to express interest in roles

<table>
<thead>
<tr>
<th>September 2019</th>
<th>October 2019</th>
<th>November 2019</th>
<th>December 2019</th>
<th>January 2020</th>
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</thead>
<tbody>
<tr>
<td>I know that there are committees assembled of HRBPs working on role matching based on my interests, skills and the required skills of the roles.</td>
<td>I meet with my HRBP who engages me in a conservation about my new role and the associated opportunities!</td>
<td>I visit the HRT website to learn more about my new role. When I have questions, I ask my HRBP.</td>
<td>I support my HRBP in facilitating a meeting for faculty and staff on how they will be impacted by the new model.</td>
<td>I move into my new role.</td>
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<td>I sign up for Workday training.</td>
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### Timeline

- **HR Town Hall**
  - Deans/VPs meet with HRBP to Review Transition Plan
- **Transition Plan Shared with Unit/College**
  - HRBPs Meet with Deans/VPs to Provide Status on Transition
- **Announcement of New Roles to Unit / College**
THE PROPOSED JOURNEY AHEAD

We’ve looked at the road that we have been on. Now let’s take a close look at the proposed journey ahead.

**JOB ROLES RELEASED**

- **Late Spring 2019**
  - Job Roles start to be released on HRT Website

**BEGIN HR ROLE ANNOUNCEMENTS**

- **Early Summer 2019**
  - Announcement of leadership roles

**SUBMIT EXPRESSION OF INTEREST**

- **Summer 2019**
  - HR Community members engage with HR leaders to officially express interest in moving to specific roles

**SELECTION PROCESS**

- **Summer 2019**
  - Based on expression of interest and role requirements, HR community members are selected for new roles

**NEW ROLES SHARED**

- **Late Summer/Fall 2019**
  - HRBPs meet with HR community members to share their new role

**TRAINING**

- **Late Fall 2019**
  - Training on new roles begin

**TRANSITION**

- **January 2020**
  - The HR Community transitions to their new roles
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Q&A with HR Leadership

Alison Mincey
Senior Associate Vice President
Human Resources, Wexner Medical Center

Linette (Lin) Hillis
Associate Vice President
Talent, Diversity and Leadership

Kimberly Shumate
Associate Vice President
Strategic Initiatives

Joanne McGoldrick
Associate Vice President
Total Rewards

Tom Ramey
Senior Director
Employee & Labor Relations

Brian Newcomb
Senior Director
Technology, Process & Data Solutions
NAME THE SHARED SERVICES CENTER!

• We need your help naming the HR shared services center in our new operating model.

• Students have “BuckeyeLink” as their one-stop shop for services – let’s bring that energy to HR!

• Submit your suggestion by May 17 at go.osu.edu/HRSSC
STAY ENGAGED!

• Share your feedback via the Survey

• Contribute to the transformation initiatives

• Stay Connected

HR Transformation website: https://hr.osu.edu/transformation/

HR Transformation mailbox: Hr-transformation@osu.edu
THANK YOU!!!!!