



THE OHIO STATE UNIVERSITY

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HUMAN RESOURCES

# Career Roadmap Employee Review Period

Manager Training January 2022



## Today's Objective

Equip managers with Career Roadmap information related to employee review period to ensure managers are ready to guide employees through the employee review phase

### 1 Career Roadmap Recap and Timeline

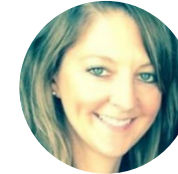
### 2 Employee Review Phase

### 3 Manager Role in Employee Review

### 4 Tools and Wrap Up



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# Career Roadmap Recap and Timeline



## **During the October and November manager training we shared with you:**

- Career Roadmap basics such as the framework, Career Band and Level Guide, and the Job Catalog
- Impacts of regulatory compliance such as FLSA and CCS
- Introduction to the employee review process
- Market pricing and salary structure, including geographic differences
- Position mapping and available tools to help complete the mapping
- Managers' position mapping review period, which concluded December 17

## **Outstanding items we are working on:**

- Grant funded positions and timeframe to bring up to minimum
- Question related to vacation for employees transitioning



***Ohio State is creating a compensation and talent framework that is consistent, transparent, and sustainable to attract, develop, and retain employees***

## **Market and Internal Alignment**

- Structure that aligns Ohio State jobs to market
- Foundation for compensation decision-making
- A common way to describe jobs and career levels across the Campus and the Medical Center

## **Talent Development**

- Visible career path opportunities
- Better staff development discussions
- Foundation for succession planning

## **Risk Mitigation**

- Improved FLSA and Classified Civil Service compliance
- Meaningful, proactive pay equity analysis



**Career Framework**



**Job Catalog**



**Salary Structure**



**Compensation Policy**



**Annual Review Process**



**Participants in this training manage at least one in-scope staff**



**In Scope  
for  
Career Roadmap**

~26,000

**Unclassified Staff**

**Civil Service Staff**



**Out of Scope  
for  
Career Roadmap**

Physician  
Student employee  
Faculty member  
Athletic coach  
Executive  
Bargaining unit  
Research Scientists  
Visiting Scholars  
Postdoctoral Scholar  
Assistant Vice Provost



Job Function	Broad group of occupational disciplines e.g., Finance				
Sub Function	Recognized occupational discipline e.g., Accounting				
Career Band	Individual Contributor Series			People Leader Series	
Career Band	Technical	Clinical	Specialized	Managerial	Executive *
Career Level					E5 N/A
					E4 N/A
					E3 N/A
					E2 N/A
					E1 N/A
				Manager 5, Accounting	
			Accountant 6	Manager 4, Accounting	
			Accountant 5	Manager 3, Accounting	
		C4 N/A	Accountant 4	Manager 2, Accounting	
		C3 N/A	Accountant 3	Manager 1, Accounting	
		C2 N/A	Accountant 2		
	Accounting Coordinator 4	C1 N/A	Accountant 1		
	Accounting Coordinator 3				
	Accounting Coordinator 2				
	Accounting Coordinator 1				

## Career Framework

More information about the Career Framework can be found on the Career Roadmap website <https://hr.osu.edu/career-roadmap/career-framework/>

## Reminder

To be in the Managerial Career Band, total reports must equal 2 FTE (4:1 ratio for student employees) and majority of work is accomplished through other people



Fall 2021

Winter 2022

Spring 2022

Summer 2022

Fall 2022

Future

## Share and Review CR Classification

- Managers and employees learn about CR and the Employee Review phase
- Employee reviews CR classification and any employee inquiries are resolved
- Position mapping has reached maturity and all in scope positions are mapped accurately to the CR framework



## Merit Processing

- Colleges/units incorporate raise to pay range minimum decisions in merit processing cycle



## Implement CR in Workday

- Activate CR job profiles for use in Workday
- Job profile provides pay range and FLSA and informs business decisions



## Adopt CR practices for visible career paths and pay

- Continue training and education
- Units begin to articulate talent goals, objectives, and development within context of CR framework



## Ongoing Updates

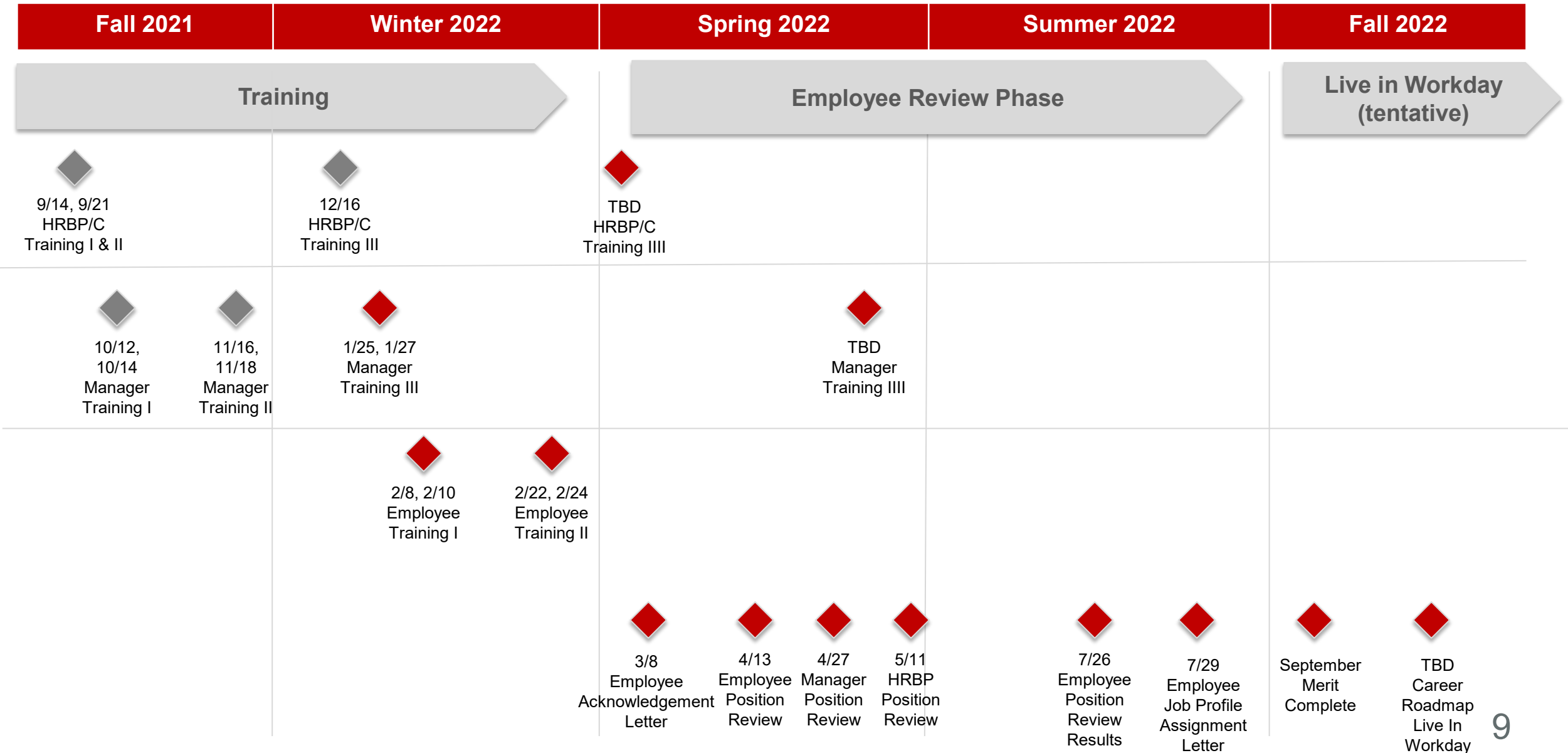
- Evaluate employee's position in pay range and incrementally align pay with performance in the context of quartiles
- Fully adopt CR framework as common business language
- Annual review of benchmarking, salary structure, and pay grades







# Career Roadmap Recap and Timeline





# Q&A

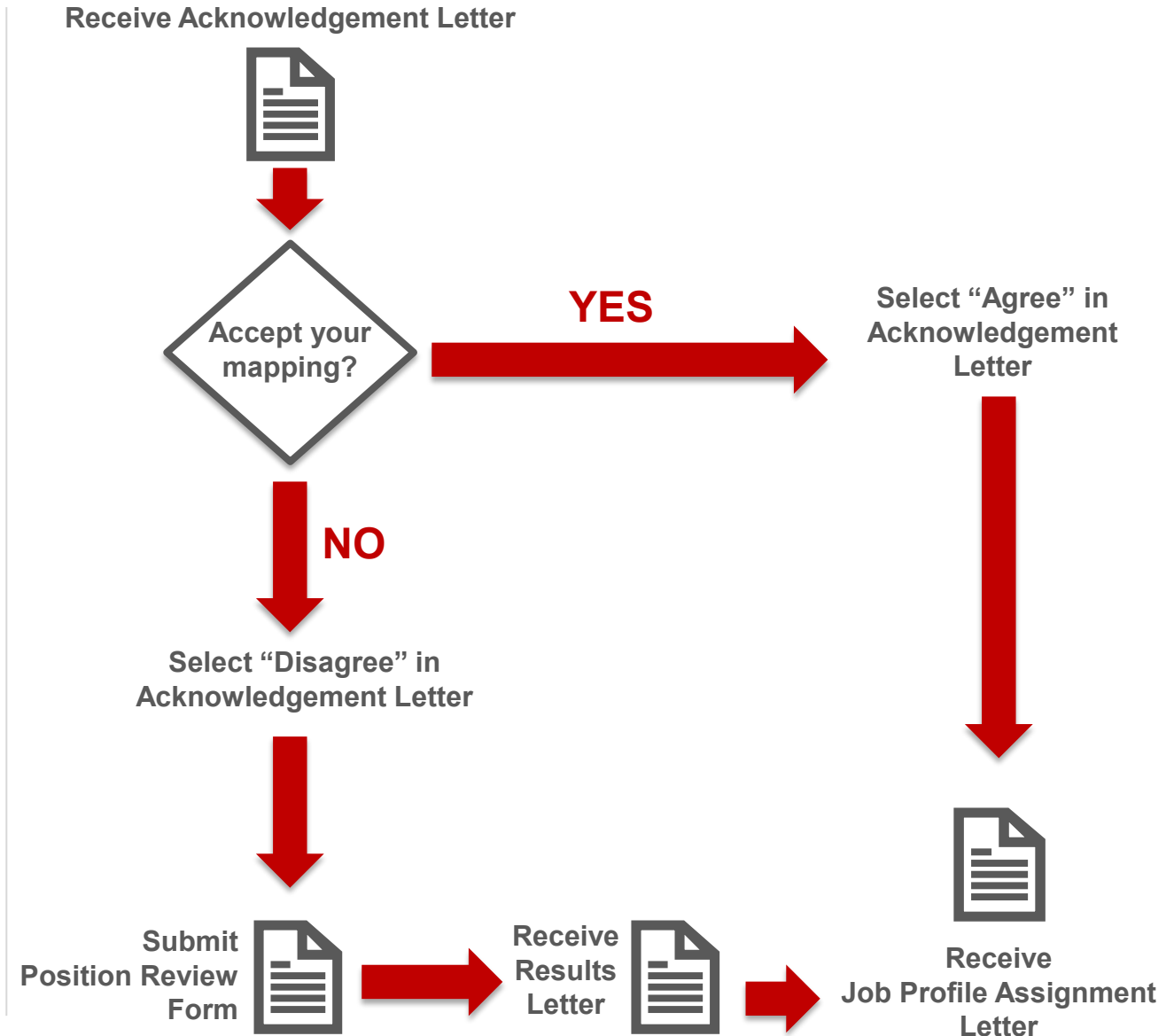


# Employee Review



## Employee Review Process

- Is the opportunity for all in-scope staff to:
  - See where their position is in the Career Roadmap framework
  - Decide to agree or suggest a change to the function, subfunction, career band, and/or career level by providing additional information
- Will require employees, managers, and HR to have a role at certain points
- Will take place **February 8<sup>th</sup> – August 12<sup>th</sup>**
  - Employee training kicks off February 8<sup>th</sup>
  - Manager & employee conversations start around February 14<sup>th</sup>
  - First letters sent March 8<sup>th</sup>
  - Job profile assignment letter sent July 29<sup>th</sup>
- Will utilize a web-based tool (DocuSign) to manage the workflow
- Occurs before the classification goes live in Workday



# Employee Review - Process

## Notify HRBP and Manager

2 Weeks  
Feb 14 – Mar 4

### Manager

Run PM Tool reports and schedule notification meetings with EEs starting Feb 14

### HRBP

Receive the “formal snapshot” list of EEs for their units on Feb 21

## Notify Employee

4 Weeks  
Feb 25 – Mar 22

### Manager



Conduct notification meetings by Mar 7

### Compensation

Send Acknowledgement letter [via DocuSign](#) on Mar 8 (not all employees will receive at exact time)

### Employee



Review their Career Roadmap Classification Acknowledgement letter [via DocuSign](#)  
Review Career Roadmap tools by Mar 22

Decide if OK with the Classification or if a further review of the classification is needed. Click agree or disagree and submit the Acknowledgement letter [via DocuSign](#) by Mar 22

## Conduct Position Review

14 Weeks  
Mar 25 – June 30

### HRBP



Receive a list of employees that decide to enter position review on Mar 25

### Compensation

Send Position Review document [via DocuSign](#) to employee by Mar 25

### Employee



Complete the Position Review document and submit [via DocuSign](#). Estimate 2-4 hours to complete by April 13

### Manager

Read the employee's submission of Position Review form and complete the Manager section [via DocuSign](#). Estimate 1-2 hours to complete by April 27

### HRBP



Review position submission, complete section [via DocuSign](#). by May 11

### Compensation

Review position submission and previous notes, assign result, and prepare results spreadsheet by Jun 30

## Notify Employee of Position Review Result

2.5 Weeks  
Jul 8 – Jul 26

### Compensation



Share results (TBD how) by Jul 8

### Manager



Schedule and conduct result conversation with employee by Jul 22

### Compensation

Send results letter [via DocuSign](#) on Jul 26

### Employee



Review Result Letter [via DocuSign](#) on Jul 26

## Assign Employee

2 Weeks  
Jul 29– Aug 12

### Compensation



Send Job Profile Assignment letter [via DocuSign](#) on July 29

### Employee



Receive and sign Job Profile Assignment letter [via DocuSign](#) by Aug 12

Receive and sign Pay Advance letter (if applicable) date TBD



## The employee will receive these letters in order during the employee review process via DocuSign....

### Acknowledgement Letter

The Ohio State University  
Office of Human Resources

Dear [First Name] [Last Name]:

Career Roadmap is Ohio State's new approach to hiring, compensating and developing staff. When launched in 2022, Career Roadmap will help modernize Ohio State's compensation and job classification system, creating staff with transparent career paths and pay ranges. Each in-scope staff position was mapped to a Career Roadmap job. Subsequently, all business partners and leaders have all provided input to how employees are mapped. This was done to ensure accuracy and consistency across the university. The next step in the employee review period while your final mapping is at the university's discretion. This is the opportunity for you to ensure how your position has been mapped to the new framework, agree with the mapping or disagree and request further review.

Career Roadmap introduces two new features to Ohio State's job classification system: a career framework and comprehensive job catalog. The framework identifies a function, subfunction, career band and career level for all in-scope positions, providing a level of clarity that doesn't exist in the current state. The job catalog contains all staff positions into one comprehensive resource. The administrator can help you chart a career path within the university and request additional information about your position and suggest a different function, subfunction, career band and/or career level. This level of detail is needed to provide additional information that may result in a mapping change.

For a review to take place:

- All sections of this form are required to be filled. Incomplete forms will not be accepted for review.
- Provide necessary, detailed information about your position and a suggested function, subfunction, band and level. Expect to spend less than 1 hour reviewing your information.
- This form must be submitted by **5:00PM** on your suggested changes to be considered.

If the above requirements are not satisfied, your position mapping will default to the original classification from the Acknowledgement Letter.

After you submit a completed form, your supervisor/manager and area HR professional will be asked to confirm the detail you provided.

**Employee Information**

Department:

Position:

Ohio State University ID:

First Name (Last Name):

**FUNCTION, SUBFUNCTION, BAND, LEVEL**

1. Suggested changes

Detail your current position's corresponding position and rate in no more than four sentences. Add an additional three more as needed.

2. Disagree

### Position Review Form

The Ohio State University  
Office of Human Resources

**Career Roadmap Position Review Form**

The employee review period of **Career Roadmap** is the time for you to initiate your agreement to the function, subfunction, career band and/or career level to which you have been mapped. You are reviewing this form because you selected "disagree" in the Acknowledgement Letter when you disagreed. After your final mapping is at the university's discretion, this is your opportunity to provide additional detail about your position and suggest a different function, subfunction, career band and/or career level. This level of detail is needed to provide additional information that may result in a mapping change.

For a review to take place:

- All sections of this form are required to be filled. Incomplete forms will not be accepted for review.
- Provide necessary, detailed information about your position and a suggested function, subfunction, band and level. Expect to spend less than 1 hour reviewing your information.
- This form must be submitted by **5:00PM** on your suggested changes to be considered.

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First Name (Last Name):

**FUNCTION, SUBFUNCTION, BAND, LEVEL**

1. Suggested changes

Detail your current position's corresponding position and rate in no more than four sentences. Add an additional three more as needed.

2. Disagree

### Results Letter

The Ohio State University  
Office of Human Resources

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- Provide necessary, detailed information about your position and a suggested function, subfunction, band and level. Expect to spend less than 1 hour reviewing your information.
- This form must be submitted by **5:00PM** on your suggested changes to be considered.

If the above requirements are not satisfied, your position mapping will default to the original classification from the Acknowledgement Letter.

After you submit a completed form, your supervisor/manager and area HR professional will be asked to confirm the detail you provided.

**Employee Information**

Department:

Position:

Ohio State University ID:

First Name (Last Name):

**FUNCTION, SUBFUNCTION, BAND, LEVEL**

1. Suggested changes

Detail your current position's corresponding position and rate in no more than four sentences. Add an additional three more as needed.

2. Disagree

### Job Profile Assignment Letter

The Ohio State University  
Office of Human Resources

Dear [First Name] [Last Name]:

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- Provide necessary, detailed information about your position and a suggested function, subfunction, band and level. Expect to spend less than 1 hour reviewing your information.
- This form must be submitted by **5:00PM** on your suggested changes to be considered.

If the above requirements are not satisfied, your position mapping will default to the original classification from the Acknowledgement Letter.

After you submit a completed form, your supervisor/manager and area HR professional will be asked to confirm the detail you provided.

**Employee Information**

Department:

Position:

Ohio State University ID:

First Name (Last Name):

**FUNCTION, SUBFUNCTION, BAND, LEVEL**

1. Suggested changes

Detail your current position's corresponding position and rate in no more than four sentences. Add an additional three more as needed.

2. Disagree

### Pay Advance Letter

The Ohio State University  
Office of Human Resources

Dear [First Name] [Last Name]:

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- All sections of this form are required to be filled. Incomplete forms will not be accepted for review.
- Provide necessary, detailed information about your position and a suggested function, subfunction, band and level. Expect to spend less than 1 hour reviewing your information.
- This form must be submitted by **5:00PM** on your suggested changes to be considered.

If the above requirements are not satisfied, your position mapping will default to the original classification from the Acknowledgement Letter.

After you submit a completed form, your supervisor/manager and area HR professional will be asked to confirm the detail you provided.

**Employee Information**

Department:

Position:

Ohio State University ID:

First Name (Last Name):

**FUNCTION, SUBFUNCTION, BAND, LEVEL**

1. Suggested changes

Detail your current position's corresponding position and rate in no more than four sentences. Add an additional three more as needed.

2. Disagree

- **Send on March 8**
- **ALL** in scope employees
- 3 pages
- Current information; job profile, working tile, FLSA, job family (CCS, AP, SAP), pay frequency
- CR information; same as above + function, subfunction, band, level, job code, pay grade, pay range (min, mid, max)
- Next steps e.g., review your classification, review tools, agree/disagree,
- If no response, classification will automatically be updated at CR launch

- **Send by March 25**
- **Only** employees that want a review of CR classification
- 8 pages
- Instructions
- Employee section; summary statement, discipline, responsibilities, autonomy, interaction, requested position mapping
- Manager section; select a statement for knowledge, complexity, problem solving, decision making, independence, interaction, people management, education, licensure, work/management experience, and agree/disagree with mapping
- HRBP section agree/disagree with mapping

- **Send by July 26**
- **Only** employees that want a review of the assigned CR classification
- 2 pages
- Results have been thoughtfully reviewed
- Lists classification at CR launch; function, subfunction, band, level, job code, pay grade, pay range, job profile, working title, FLSA, job family, pay frequency
- EE signature not required

- **Send on July 29**
- **ALL** in scope employees
- 4 pages
- CR information; function, subfunction, band, level, job code, pay grade, pay range, job title, working title, FLSA, job family, effective date, pay frequency, salary (hourly or annual), full time equivalency, employee type (regular, term, temp)
- Addendum e.g., benefits, job family, pay advance, etc.
- EE signature required

- **Sent TBD**
- **Only** eligible employees
- 3 pages
- Overview
- Disbursement
- EE signature required



## Employee Review – Special Calls Outs

- If a **filled** position was not mapped on January 21, the employee will not receive an acknowledgment letter in the initial send but will receive in catch-up process (described in the next few slides).
- Employee Review letters and forms will be sent:
  - To last name.# email address including Wexner Medical Center employees.
  - From HR-CareerRoadmap@osu.edu. Watch junk mail folders or rules that move DocuSign emails to another folder.
- Employees (managers and HR) will receive automatic DocuSign reminders via email when actions have not been completed – reminders generated every 3 days when action has not been taken up until the deadline.
  - Ensure you do your part if the employee submits a position review form, otherwise the form becomes void for the employee



## Employee Review – Special Calls Outs

- If you or your team will be unavailable for an extended period of time during the employee review process, please work with your HR partner to ensure the right communication occurs.
- Keep in mind employees who work alternate shifts (e.g., evenings, weekends, etc.) when scheduling to communicate Career Roadmap.
- Remember that working titles will not be changed with Career Roadmap implementation. That means the current working title will display in the “current” and “future” working title field in the letters. Units may choose to update working titles using the Workday business process after Career Roadmap go live.





## **Catch-Up: Round 1 early April; Round 2 early June**

- Ensures employees participate in the review process in these circumstances:
  - Those who are on a leave of absence.
  - Those who have had a job change such as a promotion, demotion or lateral that impacts position mapping (mapping update required in the position mapping tool).
- Hires/rehires after January 21 through Career Roadmap go live in Fall 2022:
  - Will be excluded from the catch-up employee review process.
  - Colleges/units should have a conversation with new employees on the position mapping at time of hire.
  - Position mapping will need to be maintained as these employees will receive a Job Profile Assignment letter.



# Q&A

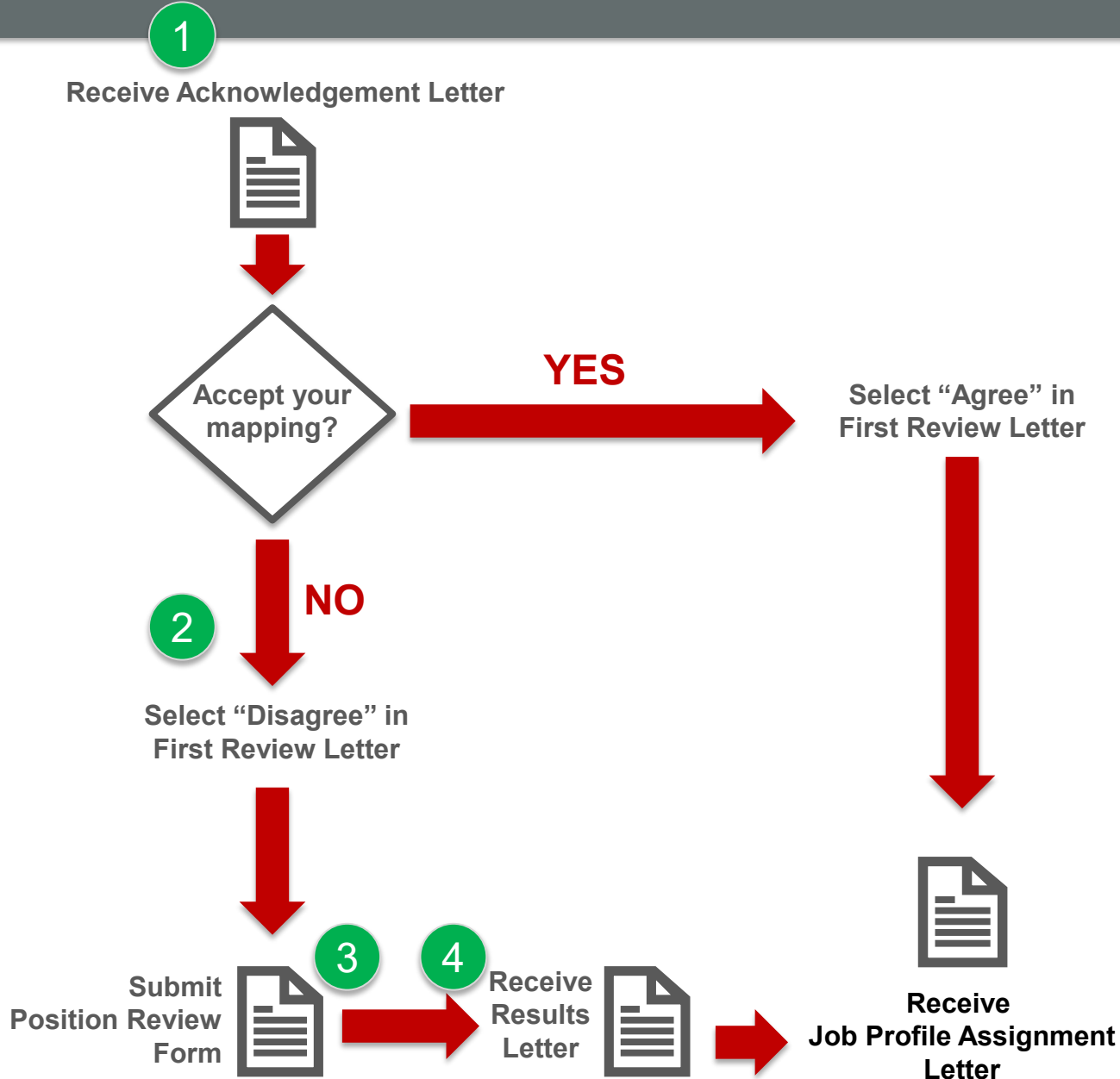


# Manager Role



## **Manager's Role in Employee Review Period:**

- The employee review period is the opportunity for employees to have a voice in their position mapping. Managers will play an important role supporting employees through this process.
- Managers whose own position is in-scope for Career Roadmap will also complete their own employee review process.
- The purpose of this training is to provide guidance on how to best support your team.



- 1** Receive and share the employee's Career Roadmap classification, provide clarity on the process, answer questions prior to receiving the Acknowledgement Letter via DocuSign.

Remember some employees will receive their Acknowledgement letter with the catch-up processes.

- 2** Understand why the employee may be considering requesting a position review and provide guidance.

- 3** Complete the manager section of the Position Review form, if the employee submits via DocuSign.

- 4** Receive and share the employee's position review result, provide clarity, and answer questions prior to the employee receiving the Results letter via DocuSign.



## The following are questions that your employee may ask during employee review...

If My Employee Asks		Response	Tools & Resources
1	How was my career level assigned? Can it be changed?	Your current position description was reviewed by manager and HR partner. The career level was assigned using certain criteria. This included minimum requirements, such as years of experience and education as well as work dimensions needed to be successful in the position. During the employee review process, you will have an opportunity to provide more information that may result in a change in the career level assigned.	Career Level and Band Guide Career Roadmap Job Catalog
2	How was my career band assigned? Can it be changed?	Your current position description was reviewed by manager and HR partner. The career band was assigned based on the nature of the job. There are four career bands – Technical, Clinical, Specialized and Managerial. During the employee review process, you will have an opportunity to provide more information that may result in a change in the career band assigned.	Career Level and Band Guide Career Roadmap Job Catalog FAQ
3	How was my function and subfunction assigned?	Your current position description was reviewed. Based on it, the function and subfunction that met approximately 70% of your position description was assigned. During the employee review process, you will have an opportunity to provide more information that may result in a change in the subfunction assigned.	Career Roadmap Job Catalog
4	As an example, the career level I am assigned indicates six years of relevant experience and/or education. I have been here for eight years and should be mapped to a higher career level.	The career level was assigned using certain criteria. This included minimum requirements, such as years of experience and education as well as work dimensions needed to be successful in the position. The career level was not assigned based on the individual currently holding the position. We used the position description as the primary guide. I want you to be successful, and this mapping should reflect your current position responsibilities. Let's look at the responsibilities for this classification and together develop a plan for your career progression.	Career Level and Band Guide
5	The career level I am assigned indicates that a Bachelor's degree is required. I have a Master's degree and should be mapped to a higher career level.	The career level was assigned using certain criteria. This included minimum requirements, such as years of experience and education as well as work dimensions needed to be successful in the position. The career level was not assigned based on the individual currently holding the position. We used the position description as the primary guide. I want you to be successful, and this mapping should reflect your current position responsibilities. Let's look at the responsibilities for this classification and together develop a plan for your career progression.	Career Level and Band Guide



## The following are questions that your employee may ask during employee review...

If My Employee Asks		Response	Tools & Resources
6	How can my position description be updated as it does not represent my current work?	<p>Position descriptions can be updated at any time. It is appropriate to make updates when there are substantial and permanent changes to what is <u>required</u> for the position. There are several considerations as to when a position description should be updated:</p> <ul style="list-style-type: none"><li>• Does the position require higher level of knowledge, complexity, autonomy/impact and/or interaction?</li><li>• Is there a need in our unit to have a higher level?</li><li>• Would I (the manager) backfill this position at the current career level or a higher level?</li></ul> <p>We will work with our HR Consultant to review your suggestions and make appropriate updates in Workday.</p>	View/Print Position Description Report (in Workday) Career Level and Band Guide
7	How does this impact my job title and working title?	<p>A job title is the Career Roadmap classification title, and the working title is the title that is common in the industry.</p> <p>Your job title will change as part of the Career Roadmap implementation.</p> <p>Your working title will remain the same as part of the Career Roadmap implementation. As positions are vacated and backfilled, the working titles will change to the one recommended by Career Roadmap.</p>	Career Roadmap Job Catalog
8	How do I know what my next career move should be?	<p>Using the Career Band and Level Guide, you can easily see the dimensions, experience and/or education that is required for each band and level. Between that and the Career Roadmap Job Catalog, you can determine if your next career opportunity will remain in the same function/subfunction but a different band or level. You may also decide to move to a different function/subfunction.</p>	Career Band and Level Guide Career Roadmap Job Catalog
9	What is the impact of this on my pay?	<p>Employee pay will not decrease as a result of Career Roadmap.</p> <p>If the employee is changing to non-exempt, the annual rate will be converted to an hourly rate. If the employee is changing to exempt, their hourly rate will be converted to an annual rate.</p>	

**The following are questions that your employee may ask during employee review...**

If My Employee Asks		Response	Tools & Resources
10	How was it determined that my job profile should have this FLSA status?	Fair Labor Standards Act (FLSA) is a federal regulation that the university must comply with. There are two tests that must be met in order to have the FLSA status of exempt – duties and salary threshold. Since it is a federal regulation, this attribute is not one that will be included in the employee review process.	Go.osu.edu/FLSA Regulatory compliance video
11	How was it determined that my job profile should have the classification status (of Unclassified, Sr A&P or Classified)?	The classification status is an attribute that is assigned to a job profile. All employees in that job profile will inherit this attribute. Some of these attributes, specifically the FLSA status and Classified Civil Service job family are assigned in order to comply with federal and state regulations.	Regulatory compliance video
12	Will I need to start tracking hours?	Yes, if your job title has been assigned to a non-exempt FLSA status.	
13	Why am I not able to request a review/change to my pay range/grade, FLSA status or job family?	These are attributes that are assigned to a job profile. All employees in that job profile will inherit those attributes. Some of these attributes, specifically the FLSA status and Classified Civil Service job family are assigned in order to comply with federal and state regulations.	Go.osu.edu/FLSA Regulatory compliance video
14	Will Career Roadmap still apply to me if I leave the university (resign or retire) prior to the implementation in Fall 2022?	No, Career Roadmap will not apply to you personally. However, the position mapping changes will apply to the position that you vacate.	
15	I know that I am below the Career Roadmap pay range minimum. When can I anticipate that I will receive an increase to bring me up to the Career Roadmap pay range minimum?	The timing of when each employee's pay can be increased to the Career Roadmap pay range minimum will vary based on several factors such as the dollar amount required to reach the minimum, source(s) of funding, number of employees in our unit who are below pay range minimum, etc. Merit increases this coming year may be able to cover the amount needed to get to pay range for some employees. In other situations, it may take a bit longer to bring an employee to the pay range minimum. Our unit is involved in planning this out.	
16	I know that I am above the Career Roadmap pay range maximum. Will I be eligible for a merit increase?	Employees who are above the Career Roadmap pay range maximum will be eligible to receive a lump-sum increase in lieu of a base salary increase. Each year, the pay ranges will be reviewed and may be adjusted. When the pay ranges are adjusted and employees are then below the pay range maximum, they will become eligible for a base salary increase.	





## Manager Readiness

- ✓ **Managers** understand the Career Roadmap framework/ position mapping and communicate the results to employees. In addition, complete manager section of the position review form, if applicable.

### Understand Career Roadmap Framework & Position Mapping

- ☐ **Know** the basics of Career Roadmap & review the tools and materials provided
- ☐ **Understand** Ohio State's regulatory compliance with federal and state regulations specifically FLSA and the CCS rules
- ☐ **Understand** the employee review process
- ☐ **Ask** questions and identify any missing gaps regarding the process
- ☐ **Encourage** your employees to attend training
  - ☐ Basics on Feb 8 & 10; Employee Review Feb 22 & 24

### Communicate; Complete Position Review Forms

- ☐ **Communicate** Career Roadmap classification, provide clarity on the process and answer questions prior to receiving the Acknowledgement letter via DocuSign: **Feb 14 to March 7**
  - ☐ Be aware that some employees work alternate shifts
  - ☐ Remember catch-up processes will have later dates.
  - ☐ Communicate Career Roadmap to new hires/rehires effective after March 8th as they will not be included in the employee review process.
- ☐ **Complete** the Manager section of the Position Review Form, if an employee submits one: **April 13 to April 27**  
Uncompleted forms will become void and will stop the employee's position review form.
- ☐ **Receive** and share the employee's position review result, provide clarity, and answer questions prior to the employee receiving the Results letter via DocuSign: **July 8 to July 22**



# Q&A



# Tools and Wrap Up



Research Subfunction - T-Band				
Note: position mapping should be based on the various dimensions outlined below. The crosswalk from the pre-Career Roadmap title should help guide the position mapping but not the only reason for the decision.				
	Research Asst. Research Assistant 1	Research Assistant 2	Research Assistant 3	Research Project Coordinator
Duties	Maintains lab safety and equipment. Assists in laboratory experiments. Performs data entry and analysis as needed.	Assists laboratory personnel in the execution and documentation of experiments. Prepares and executes samples for laboratory analysis. Identifies themes and writes summaries of participant focus groups.	Collects and processes samples. Conducts experiments. Assists in design and implementation of laboratory and field research projects. Performs statistical analysis. Prepares final research reports and scientific presentations.	Oversees research data entry and ensures integrity of data sets. Trains and mentors new and existing research staff in technical lab procedures. May perform experiments, preparation of graphs and presentations.
Knowledge	Limited knowledge and experience.	Some knowledge of processes and/or tools required for the role through on-the-job experience and training. May serve as informal resource for less experienced colleagues.	Strong knowledge of processes and/or tools required in the team or department through on-the-job training and/or certification or degree.	As a specialist or lead, will train, advise, design work or review work in the department, recognizes and solves the most complex issues and questions that arise within the team, department, or with customers.
Complexity	Solves straightforward problems. Relies upon guidance and training from supervisor and more experienced colleagues.	Recognizes and solves routine issues that occur within the team or department without supervisory approval. May rely upon guidance and training from supervisor and more experienced colleagues when atypical issues are encountered.	Anticipates, recognizes and solves routine issues that occur within the team, department or customers without supervisory approval. Provides solutions to unusual or less frequent issues and questions when issues are encountered.	Recognizes, recognizes and solves the most complex issues and questions that arise within the team, department, or with customers.
Autonomy	Significant support and feedback provided by supervisor including well structured work assignments. Limited opportunity to exercise discretion.	General support and instruction given for routine work but more detailed instruction and guidance needed for new activities or special projects. (Evaluates and selects solutions from established options or procedures).	Routine work does not require instruction or support and new activities or special projects require only general instruction. Major decisions that consider not only established options and procedures but also may select new procedures (with supervisory support).	Requires limited supervision and work may be accomplished without well-defined procedures. Major decisions that consider not only established options and procedures but also may select new procedures (with supervisory support).
Education	High School diploma or Associate Degree required	Bachelor's Degree required	Bachelor's Degree required	Bachelor's Degree required
Years of Experience	Years of relevant experience 0-1	Years of relevant experience required 1-2	Years of relevant experience required 2-3	Years of relevant experience required 3+

## Career Band and Level Guide w/ Research Subfunction Dimensions

Careers at Ohio State

new employees

Home > HR Transformation > Career Roadmap

Career Roadmap

Employee Review Period

Career Roadmap is a modern compensation and job classification model developed by Ohio State to provide transparent career paths and pay ranges for staff. Each in-scope staff position was mapped to a Career Roadmap job. The employee review period is the opportunity for staff to review where their position is mapped in the framework.

While an employee's final mapping is at the university's ultimate discretion, the employee review period will provide the opportunity for you to agree with the mapping or disagree and request further review.

Managers, HR business partners and leaders have all provided input to how employees are mapped to the new framework over the course of the project. This was done to ensure accuracy and consistency across the university.

What to Expect

Specific dates of the employee review timeline are still being determined. The following information is an overview of how the process will happen.

THE OHIO STATE UNIVERSITY

Career Roadmap Position Review Form

Subject: Action Required: Career Roadmap Position Review Form

Legal Name in Personnel Record: Brutus Buckeye

Employee ID Number: 00125647

Position Number: 12345678

College or Unit:

The employee review period of Career Roadmap is your opportunity to confirm your agreement with the function, subfunction, career band and/or career level to which you have been mapped. You are receiving this form because you selected "disagree" in the Acknowledgement Letter sent via OneLink.

While your final mapping is ultimately at the university's discretion, you may provide additional detail about your position and suggest a different function, subfunction, career band and/or career level. This level of detail is needed to request the additional review process that may result in a mapping change.

Next steps

For a review to take place:

- All sections of this form are required to be complete. Incomplete forms will not be considered or accepted for additional review.
- Provide necessary, detailed information about your position and a suggested function, subfunction, band and level. Plan to spend two to four hours preparing your information.
- This form must be submitted by April 13 for your suggested changes to be considered.

If the above requirements are not provided, your position mapping will default to the original classification outlined in the Acknowledgement Letter.

After you submit a completed form, your manager and area HR professional will be asked to review the additional detail you provided.

Your final mapping will be communicated to you prior to Career Roadmap implementation.

Employee Information

Name of Employee: Brutus Buckeye
Employee Job Title: Program Manager
Working Title: Program Manager
Ohio State University ID #: 00125647

## Position Review Form Example

## Employee Review Website

Career Roadmap Conversation Guide for Managers

On March 8, 2022, all staff who are included in Career Roadmap will receive their initial mapping notification.

Prior to mapping notifications, your role as a manager will include sharing information with your employees in advance, between February 1 and March 8. The information you provide will include the employee's Career Roadmap classification as well as information about the employee review process. Individuals may have questions during these conversations and this material has been prepared to assist you in answering many anticipated questions. For additional questions not covered in this document or for additional information, please consult your HR business partner.

- State your clear purpose when setting up the meeting with your team member:**

The reason I want to meet is for us to discuss how your position is mapped to the new Career Roadmap framework. Our college/unit leader, HR business partner and I have had the opportunity to provide input, and this is the opportunity for you to review and ask questions.
- Provide background to open the dialogue:**

The reason the university is implementing Career Roadmap is that Ohio State staff do not have clear career paths and consistent opportunities for promotion. Ohio State job classifications lack uniform standards. This leads to inconsistent pay practices and the inconsistent use of job titles.
- Share the mapping and invite questions:**

My goal as a manager is to help you perform at your best and provide you with a clear path to develop and advance to the next role in your career. Career Roadmap will provide you with a new function, subfunction, career band and career level, as well as a new job profile title. Importantly, your current base pay will not be impacted. Your working title will stay the same until you change positions. (Identify the individual's function, subfunction, band and level.)

What questions do you have?

THE OHIO STATE UNIVERSITY

HUMAN RESOURCES

1550 N. High Street, Suite 300 | Columbus, OH 43210 | 614-247-6649 (HR)

## Conversation Guide for Managers

Master Calendar for Employee Review, Employee Review Maintenance Processes, and Communication / Training								
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Employee Review Process	<ul style="list-style-type: none"> <li>Initial mapping notification sent via OneLink</li> <li>Employee review period begins</li> <li>Manager review period begins</li> <li>Final mapping notification sent via OneLink</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>
Employee Review Catch Up 1	N/A	N/A	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>
Employee Review Catch Up 2	N/A	N/A	N/A	N/A	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>	<ul style="list-style-type: none"> <li>Employee review period continues</li> <li>Manager review period continues</li> </ul>

## Employee Review Master Calendar

THE OHIO STATE UNIVERSITY

HUMAN RESOURCES

Fair Labor Standards Act and Job Families

Updated January 2022

## Fair Labor Standards Act and Job Families learning video



**Career Roadmap  
Employee Training I  
CR Basics Agenda  
February 8 & 10\***

1. Career Roadmap why, scope, outcomes, CR framework, band and level guide, job catalog, mapping journey, titles + **Q&A**
2. Regulatory items + **Q&A**
3. Employee role, checklist, tools and resources to help with checklist + **Q&A**
4. Summarize discussion, reiterate employee checklist, where to direct questions

**Career Roadmap  
Employee Training II  
Employee Review Agenda  
February 22 & 24\***

1. Career Roadmap recap + **Q&A**
2. Employee Review process, letters/forms, key dates, notable items for employees + **Q&A**
3. Employee role, checklist, tools to help with checklist + **Q&A**
4. Summarize discussion, reiterate employee checklist, where to direct questions

\*Note: Currently two sessions are planned for Employees, a decision will be made closer if a third session needs added



# For questions, reach out to...

Compensation Team [HRCompensation@osu.edu](mailto:HRCompensation@osu.edu)

Unit HR Partner <https://hr.osu.edu/directory/>

Career Roadmap Website <https://hr.osu.edu/career-roadmap/>

## THANK YOU FOR YOUR PARTICIPATION!



# Q&A



# Appendix





The following are DocuSign scenarios within the employee review process...

If Employee...		Outcome
1	Selects the "I agree" radio button in the Acknowledgement letter prior to the deadline	There will be no further DocuSign communication to the employee until the Job Profile Assignment letter is issued.
2	Selects the "I disagree" radio button in the Acknowledgement letter prior to the deadline	Compensation is notified and will send the employee a Position Review form.
3	Does not select either the "I agree" or "I disagree" radio button in the Acknowledgement letter by the deadline	The Acknowledgement letter becomes void (in DocuSign) and will no longer be available. It will be assumed that the employee agrees with the mapping indicated in the Acknowledgement letter, and there will be no further DocuSign communication until the Job Profile Assignment letter is issued.
4	Selected the "I disagree" radio button in the Acknowledgement letter, received the Position Review form, completes and submits the Position Review form by the deadline	The Position Review form will go to the manager, HR Business Partner and Compensation for their respective feedback. After Compensation has completed the final review, a Results letter will be issued to the employee.
5	Selected the "I disagree" radio button in the Acknowledgment letter, received the Position Review form but does not fully complete the Position Review form by the deadline	The Position Review form becomes void (in DocuSign) and will no longer be available. It will be assumed that the employee agrees with the mapping indicated in the Acknowledgement letter, and there will be no further DocuSign communication until the Job Profile Assignment letter is issued. A Results letter will not be issued as the Position Review form was not submitted.
6	Selected the "I disagree" radio button in the Acknowledgement letter, received the Position Review form, begins to complete form but does not submit it by the deadline	The Position Review form becomes void (in DocuSign) and will no longer be available. It will be assumed that the employee agrees with the mapping indicated the Acknowledgement letter, and there will be no further DocuSign communication until the Job Profile Assignment letter is issued. A Results letter will not be issued as the Position Review form was not submitted.
7	Selected the "I disagree" radio button in the Acknowledgement letter, received the position review form, completes and submits the Position Review form by the deadline but the information in the form is partially complete	The Position Review form will go to the manager, HR Business Partner and Compensation for their respective feedback. After Compensation has completed the final review, a Results letter will be issued to the employee. The Results letter will indicate the same mapping as the Acknowledgement letter due to the incomplete Position Review form.



The following are DocuSign employee scenarios within the employee review process...

If Employee...		Outcome
8	Selects the "I agree" radio button in the Acknowledgement letter prior to the deadline and then transfers to a new/different position	The college/unit should inform the employee of the mapping associated with the new/different position. The employee will receive a second Acknowledgement letter with the catch-up process and should then select the "I agree" radio button. The second Acknowledgement letter will supersede the original one. Upon notification, Compensation can manually void the original Acknowledgement letter.
9	Selects the "I disagree" radio button in the Acknowledgement letter prior to the deadline and then transfers to a new/different position	The college/unit should inform the employee of the mapping associated with the new/different position. The employee will receive a second Acknowledgement letter with the catch-up process and should then select the "I agree" radio button. The second Acknowledgement letter will supersede the original one. Upon notification, Compensation can manually void the original Acknowledgement letter. No Results letter will be issued to the employee.
10	Selected the "I disagree" radio button in the Acknowledgement letter, received the Position Review form, completes and submits the Position Review form by the deadline and then transfers to a new/different position	The college/unit should inform the employee of the mapping associated with the new/different position. The employee will receive a second Acknowledgement letter with the catch-up process and should then select the "I agree" radio button. The second Acknowledgement letter will supersede the original one. While the Position Review form will continue to route to the manager, HR Business Partner and Compensation for their respective feedback. Upon notification, Compensation can manually void the original Acknowledgement letter and the Position Review form. No Results letter will be issued to the employee.
11	Selected the "I disagree" radio button in the Acknowledgment letter, received the Position Review form but does not complete the Position Review form by the deadline and then transfers to a new/different position	The college/unit should inform the employee of the mapping associated with the new/different position. The employee will receive a second Acknowledgement letter with the catch-up process and should then select the "I agree" radio button. The second Acknowledgement letter will supersede the original one. Upon notification, Compensation can manually void the original Acknowledgement letter. The Position Review form will become void (in DocuSign) after the deadline and will no longer be available. No Results letter will be issued to the employee.



**The following are DocuSign employee scenarios within the employee review process...**

If Employee...		Outcome
12	Completes and submits the Position Review form by the employee deadline but the manager doesn't complete the form by their deadline	The Position Review form will be become void (in DocuSign) if either the manager or HR Business Partner does not complete their section by their respective deadline. Compensation will monitor; however, it is critical that each individual complete the step by the deadline in order to ensure the employee has an opportunity to provide input into their mapping.
13	Signs the Job Profile Assignment letter by the deadline	The Job Profile Assignment letter is signed. Mapping change become effective and will be applied in the system.
14	Does not sign the Job Profile Assignment letter by the deadline	The Job Profile Assignment letter will remain unsigned; however, this will not prevent the mapping changes from becoming effective or being applied in the system.
15	Selects the "I opt in" radio button in the Pay Advance* letter by the deadline.	Compensation will ensure that the employee is included in the list of eligible employees to receive the pay advance as long as the employee remains active and has not changed to another position.
16	Selects the "I opt out" radio button in the Pay Advance* letter by the deadline.	Compensation will exclude the employee from the list of eligible employees to receive the pay advance.
17	Does not select either the "I opt in" or "I opt out" radio button in the Pay Advance* letter by the deadline.	The Pay Advance letter becomes void (in DocuSign) and will no longer be available. It will be assumed that the employee chose to opt out, and Compensation will exclude the employee from the list of eligible employees to receive the pay advance.

\*Available to employees switching from exempt to non-exempt. More detail to come closer to implementation.