Career Roadmap Fundamentals
Employee Training February 2022
Today’s Objective
Provide an overview of the Career Roadmap initiative to in-scope employees and equip employees to prepare for the next steps

1. Introduction to Career Roadmap

2. Career Roadmap Components
   Tools, Position Mapping and Job Profile Standards

3. Resources and Next Steps

Agenda and Presentation Team

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Compensation Consultant

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Sr. Compensation Consultant

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Compensation Project Manager

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Introduction to Career Roadmap
Our current state is not sustainable...

<table>
<thead>
<tr>
<th>Internal Job Classification:</th>
<th>Market Relevancy:</th>
<th>Employee Perception:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Structure designed in mid 1970s</td>
<td><strong>Lack of standardization</strong> of job classifications makes it difficult to compare internal jobs the external market</td>
<td>Employees want transparent career paths as well as requirements and experiences needed for growth opportunities</td>
</tr>
<tr>
<td>Over 2,000 disconnected job classifications results in wide use of working titles and title inflation</td>
<td><strong>Inconsistent</strong> market pricing causes us to lose talent</td>
<td>In recent CR surveys:</td>
</tr>
<tr>
<td>Lack of internal equity within similar jobs across units</td>
<td></td>
<td>73% of respondents indicated they were not confident salary ranges reflected market competitive pay</td>
</tr>
</tbody>
</table>

**Internal Job Classification:**

- Lack of standardization of job classifications makes it difficult to compare internal jobs the external market
- Inconsistent market pricing causes us to lose talent

**Market Relevancy:**

- Employees want transparent career paths as well as requirements and experiences needed for growth opportunities

**Employee Perception:**

- In recent CR surveys:
  - 73% of respondents indicated they were not confident salary ranges reflected market competitive pay
  - 56% of respondents indicated they could not see a potential next step in their career in the current job catalog
Program Manager Job Description
To plan and manage a major continuing education or community service program, project or series

Classification Title
Program Manager

Outdated Salary Grade
$38K - $63K

~400 employees

Various Working Titles
- Alumni Relations Manager
- Asst Dir Recruit & Diversity Svc
- Asst Dir Trust & Estate Admin
- Basketball Video Manager
- College Registrar
- Digitization Program Manager
- Fire Safety Manager
- Insurance Administrator

Salaries
$41K - $127K
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
- Standards for consistent alignment of work across enterprise

**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

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**Career Framework**

**Job Catalog**

**Salary Structure**

**Compensation Policy**

**Annual Review Process**
Introduction to Career Roadmap

**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 scientist
Visiting scholars
Postdoctoral scholar
Assistant vice provost
**Not changing as a part of Career Roadmap…**

- Base pay for current employees will not be reduced by Career Roadmap.

- Job duties of current employees will not be changed.

- Managers of current employees will not be changed.

- Working titles at go-live of initiative

- Eligibility and enrollment for retirement, health benefits (medical, vision or dental) and life insurance

**Changing as a part of Career Roadmap…**

- More clarity about where each staff position fits in the career framework. Staff will have more confidence about where a job fits within the broader organization and what qualifications are needed for the next step in their career.

- New job function, subfunction, career band and career level associated with each staff position.

- New job profile name.
The institution has been through several mapping stages to get position mapping right and ensure alignment and consistency across the entire organization.

**2019**
- Initial position mapping to the new Job Catalog created by ~350 stakeholders across the institution.

**2020**
- Mapping by unit HR and managers using new CR tools e.g., Career Framework, Job Catalog, Career Band and Level Guide, and Position Mapping tool.
- ~200 leaders conducted mapping consistency review across 37 functions.

**2021**
- Mapping by unit HR and leaders using CR pay grades and ranges.
- Unit mapping review after institution look of flagged audit items related to career levels.

**2022**
- Senior leader alignment of aggregated mapping data.
- Unit mapping prep by HR, leaders, and managers for employee review including another look at position mapping.

* Included a pause for COVID-19 and Workday implementation.

**We Are Here**
- Employee Review
- Career Roadmap goes live in Workday and policy is updated.
Q & A
Career Roadmap Components
Career Roadmap Components

1. **Career Roadmap Tools**
   Career Framework, Career Band and Level Guide, and Job Catalog

2. **Position Mapping**
   Current positions mapped to the newly established framework

3. **Job Profile Standards**
   Job Profile Name, Working Title, Pay Grade, Pay Range, FLSA, and Job Family
## Components – Career Framework Tool

| Job Function | Broad group of occupational disciplines  
<table>
<thead>
<tr>
<th></th>
<th>e.g., Finance</th>
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</thead>
</table>
| Subfunction  | Recognized occupational discipline  
|              | e.g., Accounting |

<table>
<thead>
<tr>
<th>Career Band</th>
<th>Individual Contributor Series</th>
<th>People Leader Series</th>
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</thead>
<tbody>
<tr>
<td>Career Band</td>
<td>Technical</td>
<td>Clinical</td>
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<td>E5 N/A</td>
<td>E4 N/A</td>
<td>E3 N/A</td>
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<tr>
<td>M5</td>
<td>S6</td>
<td>M4</td>
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<td>T4</td>
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</table>

*Limited Roles

### Career Framework

More information about the Career Framework can be found on the Career Roadmap website [hr.osu.edu/career-roadmap/career-framework](http://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 volunteers) and majority of work is accomplished through other people.
The elements of the career framework add up to a job profile

Function (Finance) + Subfunction (Accounting) + Career Band (Specialized) + Career Level (S3) = Career Roadmap Job Profile (FINACTS3)
## Components – Career Framework Tool

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**Finance**

Finance establishes financial controls and policies, ensures controls are implemented and effective, executes financial operations, prepares and interprets financial and operational reports, and supports strategic decisions.

**Accounting**

Accounting properly records the organization’s financial transactions, assets, liabilities, revenue and expenses in accordance with generally accepted accounting principles (GAAP). Maintains and reconciles general ledger accounts. Significant emphasis on creation of financial statements, such as balance sheets, income statements and cash flows, with the corresponding supporting schedules. Provides financial and operational reports and analytics and may act as subject matter expert for system implementations. Serves as liaison to financial and operational leadership. Participates in month-, quarter- and year-end close activities. Develops the organization’s financial controls, and provides oversight.
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<td>Technical</td>
<td>Clinical</td>
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<td></td>
<td>Performs work of technical (i.e., skilled trade), operational or administrative nature</td>
<td>Requires the application of specialized expertise within a clinical profession to achieve results</td>
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<td>Work is performed within clearly established guidelines and procedures</td>
<td>Emphasizes in-depth knowledge, problem-solving and influencing skills</td>
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<td>Execution of work is dependent on guidance and decisions made by others</td>
<td>At more seasoned levels, may lead functional or project teams or act as a working supervisor to other clinicians</td>
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<td>Lead level may coordinate and review day-to-day work of others</td>
<td>Typically requires a university degree and clinical license, certification or training</td>
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<td>Typically, does not require a university degree but post-secondary education or training may be useful or required</td>
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</table>
Work dimensions determine appropriate career level

- Work dimensions describe aspects common to all jobs and ensure a structured framework for career level discussions
- Work dimensions must be applied uniquely to each occupational discipline

<table>
<thead>
<tr>
<th>Career Band</th>
<th>Technical</th>
<th>Clinical</th>
<th>Specialized</th>
<th>Managerial</th>
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<tbody>
<tr>
<td>Career Level</td>
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</table>
The Career Roadmap Job Catalog can be accessed in three ways on the Career Roadmap Website:

3. Online  apps.hr.osu.edu/career-roadmap-job-catalog (recommended, screen shot below)
Q & A
Career Roadmap Components

1. Career Roadmap Tools
   Career Framework, Career Band and Level Guide, and Job Catalog

2. Position Mapping
   Current positions mapped to the newly established framework

3. Job Profile Standards
   Job Profile Name, Working Title, Pay Grade, Pay Range, FLSA, and Job Family
Your position mapping in the new Career Roadmap Framework
Position mapping is based on the responsibilities of the position as outlined in the position description. The employee’s qualifications are considered when determining their pay.

**Position**

**Position Description (PD) – Outreach Program Manager**
- Oversee program activities for an established community program that advocates for an underrepresented group within the state of Ohio.
- Gather data from program team members and conduct data analysis.
- Assist in bi-monthly meetings - create agenda and partner with leadership to facilitate meetings.
- Promote the work of the specific program via various channels (social media, newsletter, conference presentation).
- Maintain online training website for members.
- Prepare annual report and recommend improvements on the specific program designed for the community.
- Requires 2 years of experience and Bachelor’s degree.

**Employee**

**Employee’s Qualifications**
- Managed programs in various states for a similar initiative
- Master’s degree
- 6 years of work experience
- 4 years’ experience at Ohio State

Where is my current PD in Workday? Cloud icon ➔ View Profile ➔ Job ➔ Jobs Tab ➔ Position link

Outdated PD? Work with your manager to update
Function and Subfunction
Using the Job Catalog, compare your position description to the Function and Subfunction description.

Position Description – Outreach Program Manager

• Oversee program activities for an established community program that advocates for an underrepresented group within the state of Ohio
• Gather data from program team members and conduct data analysis
• Assist in bi-monthly meetings by creating agenda and partnering with leadership to facilitate meetings
• Promote the work of the specific program via various channels (social media, newsletter, conference presentation)
• Maintain online training website for members
• Prepare annual report with recommended improvements on the specific program designed for the community
• Requires 2 years of experience and Bachelor’s degree

Function and Subfunction Description

Business Planning and Operations is responsible for the strategic planning, analysis and ongoing operations of colleges and units. Reporting and analytics support is provided to inform strategic planning and business operations; project management support is provided as a means of executing on the strategic plan. Additionally, administrative assistance and office services provides administrative support to executives, managers, and departments such as clerical support, office mail, and copy center services.

Community Outreach develops and coordinates community engagement and educational programs that will assist in addressing the needs of the community and surrounding areas. Creates and plans programs to engage and support the community, students and employees. Promotes fundraising and volunteer recruitment. May involve researching and implementing community engaged learning programs. Develops relationships with community leaders and can serve as the organization’s liaison with volunteers and the community.
Career Band
Using the Career Band and Level Guide, compare your assigned Band to the description

Position Description – Outreach Program Manager

- Oversee program activities for an established community program that advocates for an underrepresented group within the state of Ohio
- Gather data from program team members and conduct data analysis
- Assist in bi-monthly meetings by creating agenda and partnering with leadership to facilitate meetings
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- Maintain online training website for members
- Prepare annual report with recommended improvements on the specific program designed for the community
- Requires 2 years of experience and Bachelor’s degree

Career Band Description

Individual Contributor – Specialized Work is primarily achieved through individual efforts or by participation on the functional or project teams. May coordinate, influence, or review the work of others. May be the primary owner/authority on a given program or process. Requires the application of specialized expertise within a profession to achieve results. Emphasizes in-depth knowledge, project management, and influencing skills. At more seasoned levels may manage one or two direct reports or cultivate relationships to product optimal results. Typically requires a university degree or equivalent work experience that provides knowledge of fundamental theories, principles, and concepts

Reminder

To be in the Managerial Career Band, total reports must equal 2 FTE (4:1 ratio for student employees and volunteers) and majority of work is accomplished through other people
Career Level
Using the Career Band and Level Guide, compare your assigned level to the work dimensions outlined

**Position Description – Outreach Program Manager**

- Oversee program activities for an established community program that advocates for an underrepresented group within the state of Ohio
- **Gather data from program team members and conduct data analysis**
- Assist in bi-monthly meetings by creating agenda and partnering with leadership to facilitate meetings
- Promote the work of the specific program via various channels (social media, newsletter, conference presentation)
- Maintain online training website for members
- Prepare annual report with recommended improvements on the specific program designed for the community
- **Requires 2 years of experience and Bachelor’s degree**

**Career Level Description**

**S2 Experienced**
Relies on a degree of professional experience. Still acquiring higher level knowledge and skills. Utilizes general industry knowledge and professional experience in the application of concepts, principles, and technical capabilities to perform varied tasks. **Works on projects of moderate scope and complexity; applies judgment within defined parameters.** Receives general guidance; may receive more detailed instruction on new projects. Work reviewed for sound reasoning and accuracy. Exchanges information on routine and non-routine matters.
Outreach Program Manager

Function
- Quality
- Agricultural Operations
- Information Technology
- Business Planning & Operations
- Athletics
- Nursing

Subfunction
- Community Outreach
- Office Services
- Project Management
- Data Analytics Science
- Venture Development
- Business Operations

Career Band
- Technical
- Clinical
- Specialized
- Managerial
- Executive

Career Level
- S1
- S2
- S3
- S4

CR Job Profile: Community Outreach Specialist 2
Career Roadmap Components

1. Career Roadmap Tools
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2. Position Mapping
   Current positions mapped to the newly established framework

3. Job Profile Standards
   Job Profile Name, Working Title, Pay Grade, Pay Range, FLSA, and Job Family
Each job profile has several standards as seen below on the right. All employees in the same job profile will share these standards.

**Current State Position Title**

Outreach Program Manager

**Standards**

1. **Job Profile Name** | Community Outreach Specialist 2
2. **Working Title** | Outreach Program Manager
3. **Pay Grade** | A17
4. **Pay Range** | $46,100 - 61,500 - $76,800*
5. **FLSA** | Non-Exempt
6. **Job Family Status** | Unclassified

*Pay range may vary based on location of job.
Job profile name and working title standards

### Current State

<table>
<thead>
<tr>
<th>Job Profile</th>
<th>Working Title [Position]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Manager</td>
<td>Outreach Program Manager</td>
</tr>
</tbody>
</table>

### At Career Roadmap

**Go Live**

<table>
<thead>
<tr>
<th>Job Profile</th>
<th>Working Title [Position]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Outreach Specialist 2</td>
<td>Outreach Program Manager</td>
</tr>
</tbody>
</table>

### Gradually Transition to New Recommended Working Title*

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Community Outreach Representative</td>
</tr>
</tbody>
</table>

*Positions will transition to the recommended working title over time with promotions, new hires, retirements and other staff changes.*
Ohio State matches its job profiles to external job profiles

- Use credible survey vendors (shown below) to obtain salary data
- Salary data informs the Ohio State pay range, which points to a pay grade, to ensure Ohio State’s pay is competitive

<table>
<thead>
<tr>
<th>Higher Education</th>
<th>Health System</th>
<th>General Industry/Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Compa HR" /></td>
<td><img src="image" alt="Sullivan Cotter" /></td>
<td><img src="image" alt="Aon" /></td>
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<tr>
<td><img src="image" alt="Western Management Group" /></td>
<td><img src="image" alt="Culpepper" /></td>
<td><img src="image" alt="Mercer" /></td>
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<tr>
<td><img src="image" alt="Mercer" /></td>
<td><img src="image" alt="Mercer" /></td>
<td><img src="image" alt="Mercer" /></td>
</tr>
</tbody>
</table>

**Example:** Academic Administration

**Example:** Allied Health Specialties

**Example:** Finance
What is a Pay Range?
Range of pay an employee could earn for performing a particular job. A pay range has a minimum, midpoint and maximum.

What is a Pay Grade?
A combination of a letter and number that points to a pay range e.g., A17

Components – Pay Grade and Range Standards

Geographic Differences in pay may exist. Some employees may have a different pay range for the same job if the employee’s location is due to a business reason.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employees</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Below Pay Range Minimum</strong></td>
<td>• The first step in implementing the new Career Roadmap pay ranges is to ensure all in-scope employees are at least at the pay range minimum.</td>
</tr>
<tr>
<td></td>
<td>• Units are not required to immediately move employees to range minimum; however, units are encouraged to use the 2022-2023 merit process to bring employees up to pay range minimum.</td>
</tr>
<tr>
<td></td>
<td>• Pay below the minimum can also be addressed through promotions, adjustments and backfills.</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Above Pay Range Maximum</strong></td>
<td>• Employees whose pay is above the pay range maximum may be eligible to receive a lump-sum merit payment in lieu of a base salary increase during the merit process.</td>
</tr>
<tr>
<td></td>
<td>• As Career Roadmap pay ranges are adjusted based on annual market comparisons, the maximum of the range will catch up, and the employee may be eligible for base pay merit increases.</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Within Pay Range</strong></td>
<td>• After achieving first step of implementing the new Career Roadmap pay ranges, units should begin to evaluate employees’ position in range, based on the factors such as:</td>
</tr>
<tr>
<td></td>
<td>• Education and relevant experience</td>
</tr>
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<td></td>
<td>• Level of knowledge</td>
</tr>
<tr>
<td></td>
<td>• Performance</td>
</tr>
<tr>
<td><strong>New Hires</strong></td>
<td>• New hires and promotions must meet range minimums and not exceed maximums after Career Roadmap go-live.</td>
</tr>
<tr>
<td></td>
<td>• New hires/promotions may be temporarily below minimum based on pay of similar peers, in limited circumstances.</td>
</tr>
<tr>
<td></td>
<td>Definition</td>
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</tbody>
</table>
| **FLSA**    | **Fair Labor Standards Act** was created in 1938 to protect workers and is enforced by the **U.S. Department of Labor** (DOL). | • Sets a 40-hour workweek  
• Defines overtime rules and timekeeping requirements  
• Establishes two FLSA statuses:  
  • Non-exempt: employee is eligible to receive overtime when more than 40 hours are worked in a workweek  
  • Exempt: employee is not eligible to receive overtime  
• Requires employers to justify when a job profile is exempt from overtime and meets the law’s specific tests – minimum salary threshold and duties |
| **Job Family** | **Classified civil service (CCS)** was introduced on statewide basis in 1912 and the **Civil Service Act** was passed in 1913 to protect workers. The **State Personnel Board of Review (SPBR)** was created in 1959 to oversee Classified Civil Service. | • Prevents unlawful terminations, reductions in compensation, etc.  
• Establishes process and rules for reduction in force  
• Establishes specific leave accrual rates and maximum carry forward balances  
• Establishes probationary periods |
Impacts to Positions and Employees

- Office of Human Resources (OHR) designates the FLSA status of exempt or non-exempt for each job profile as well as the Job Family (CCS, Unclassified A&P, Unclassified Sr. A&P).

- All positions and employees in the same job profile will have the same FLSA status and job family.

- Classified Civil Service employees are always non-exempt; some unclassified employees will also be non-exempt.

- Non-exempt employees:
  - Have an hourly rate and are paid on a biweekly pay frequency.
  - Must receive pre-approval from their manager to work overtime hours. Managers must review and approve timekeeping entries.
  - Must track and report all hours worked in a time clock or system and will receive overtime when more than 40 hours are worked in the workweek, which is Sunday through Saturday at Ohio State. Hours worked may include accepting phone calls after scheduled work hours end, required training and travel, etc.
  - May also automatically qualify for shift differential or weekend differential pay if they work during the evening or weekend.
  - Within Unclassified, jobs that are S5, S6 or M3 and above career levels will be designated as Senior Administrative & Professional.
Q & A
Resources & Next Steps
Resources and Next Steps

Career Roadmap Website

Frequently Asked Questions Page

Employee Review Page

Short Learning Videos

Career Band and Level Guide

Online Job Catalog

Pay Range Details
Review Career Roadmap framework, job catalog, and career band and level guide

Find and review your current position description in Workday

Sign up for next training on the Employee Review Process - February 22 or 24

Review the Employee Review Period webpage to prepare for next training

Check in with manager about your position mapping discussion after February 14
Q & A
For questions, reach out to...

Your manager

Unit HR Partner hr.osu.edu/directory

Career Roadmap Website hr.osu.edu/career-roadmap

Compensation Team HRCompensation@osu.edu

THANK YOU FOR YOUR PARTICIPATION!