



THE OHIO STATE UNIVERSITY

HUMAN RESOURCES

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



Rob Prisbrey
Compensation Senior Director



Lisa Kennedy
Human Resources Project Manager



Kalkidan Tefera
Compensation Consultant



Laura Keves
Sr. Compensation Consultant



Joyce Wagner
Compensation Project Manager



Christine O'Malley
Sr. Communications Consultant



Introduction to Career Roadmap



Our current state is not sustainable...

Internal Job Classification:

Current Structure designed in mid **1970s**

Over **2,000** disconnected job classifications results in wide use of working titles and title inflation

Lack of internal equity within similar jobs across units

Market Relevancy:

Lack of standardization of job classifications makes it difficult to compare internal jobs the external market

Inconsistent market pricing causes us to lose talent

Employee Perception:

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

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Outdated Salary Grade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



Various Working Titles

Alumni Relations Manager College Registrar

Asst Dir Recruit & Diversity Svc Digitization Program Manager

Asst Dir Trust & Estate Admin Fire Safety Manager

Basketball Video 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



Career Framework



Job Catalog



Salary Structure



Compensation Policy



Annual Review Process



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...

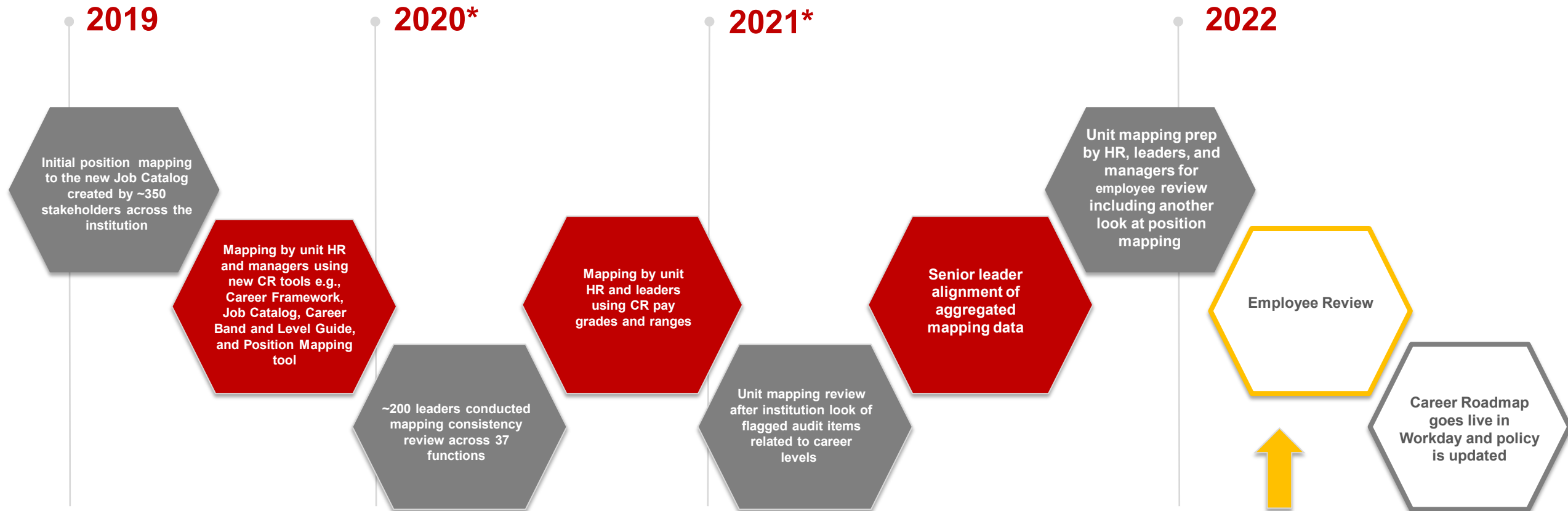
- Base pay for current employees will not be reduced by Career Roadmap.
- Job duties of current employees will not be changed.
- Managers of current employees will not be changed.
- Working titles at go-live of initiative
- Eligibility and enrollment for retirement, health benefits (medical, vision or 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



We Are Here

* Included a pause for COVID-19 and Workday implementation



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



Job Function	Broad group of occupational disciplines e.g., Finance				
Subfunction	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
				M5	
			S6	M4	
			S5	M3	
		C4	S4	M2	
		C3	S3	M1	
		C2	S2		
	T4	C1	S1		
	T3				
	T2				
	T1				

Career Framework

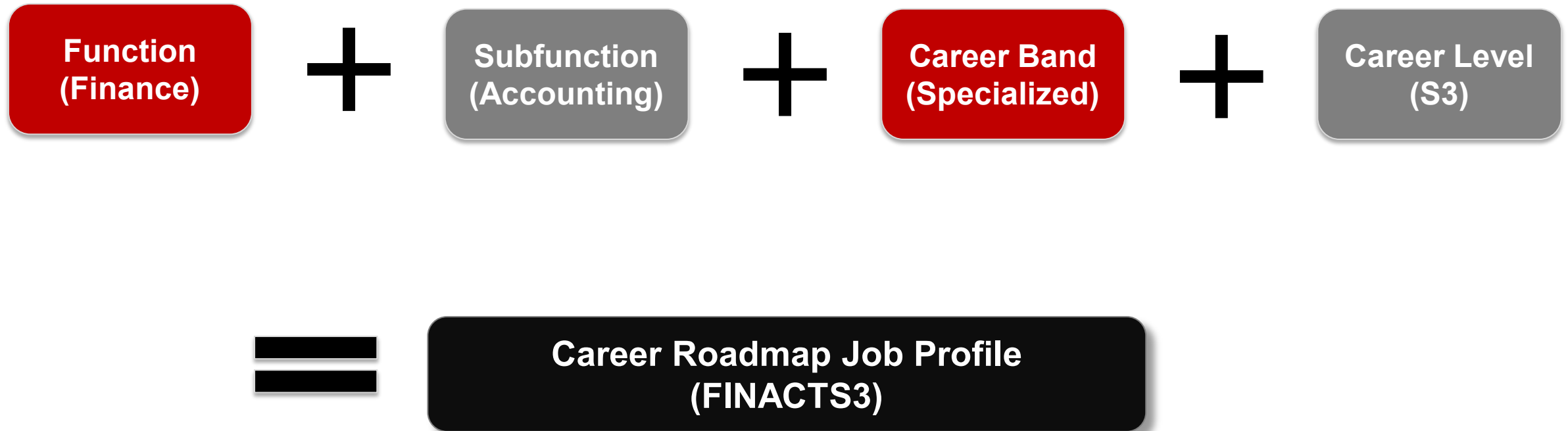
More information about the Career Framework can be found on the Career Roadmap website hr.osu.edu/career-roadmap/career-framework

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





Job Function

Broad group of occupational disciplines
e.g., Finance

Subfunction

Recognized occupational discipline
e.g., Accounting

Clinical Support
Development and Engagement
Education
Environmental Health and Safety
Facilities, Engineering and Acquisition
Finance

Accounting

Accounts Payable
Accounts Receivable
Budgeting
Bursar
Business Transactions and Services
Clinical Finance Case Management
Cost Accounting
Debt Management

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.



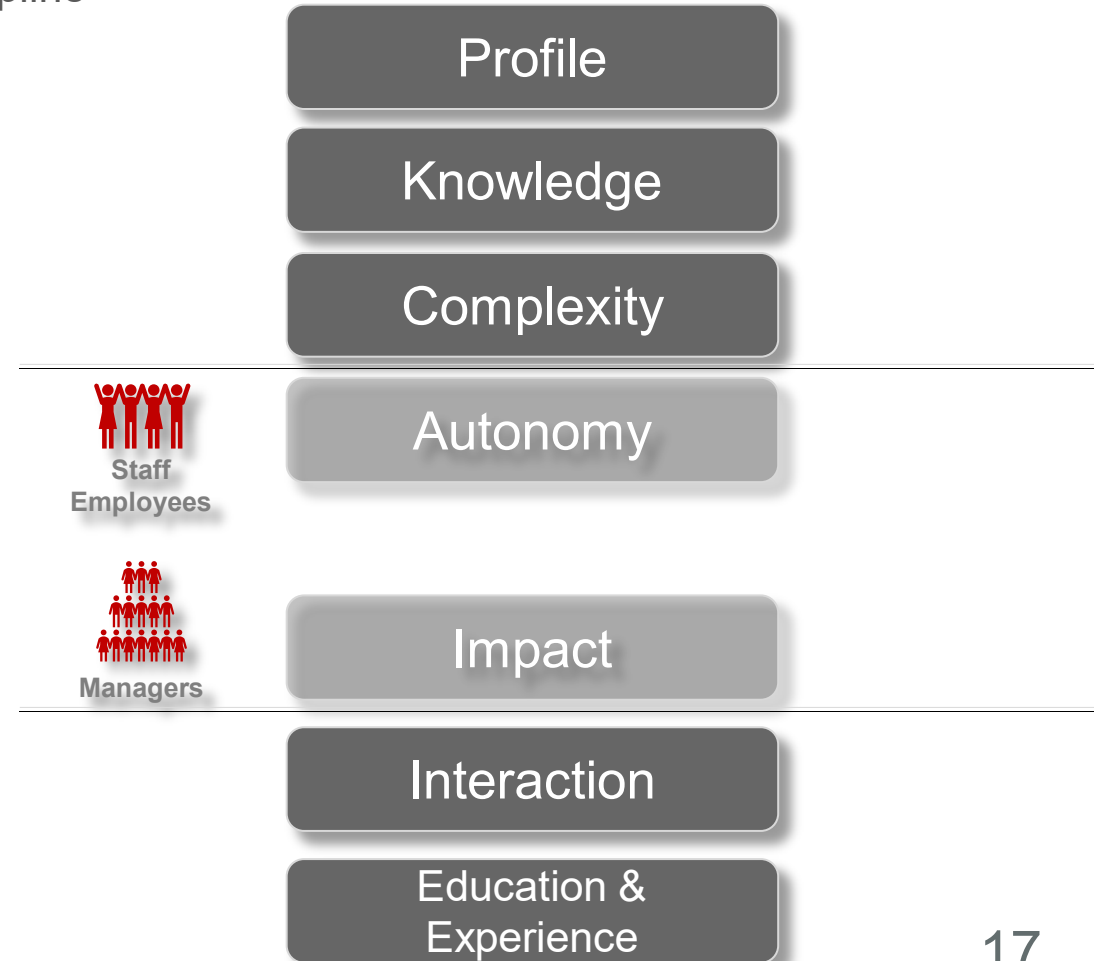
Career Band	Individual Contributor Series			People Leader Series
Career Band	Technical	Clinical	Specialized	Managerial
Career Band Description	<p>Performs work of technical (i.e., skilled trade), operational or administrative nature</p> <p>Work is performed within clearly established guidelines and procedures</p> <p>Execution of work is dependent on guidance and decisions made by others</p> <p>Lead level may coordinate and review day-to-day work of others</p> <p>Typically, does not require a university degree but post-secondary education or training may be useful or required</p>	<p>Requires the application of specialized expertise within a clinical profession to achieve results</p> <p>Emphasizes in-depth knowledge, problem-solving and influencing skills</p> <p>At more seasoned levels, may lead functional or project teams or act as a working supervisor to other clinicians</p> <p>Typically requires a university degree and clinical license, certification or training</p>	<p>Requires the application of specialized expertise within a profession to achieve results</p> <p>Emphasizes in-depth knowledge, project management and influencing skills</p> <p>At more seasoned levels, may manage one or two direct reports or cultivate relationships to produce optimal results</p> <p>Typically requires a university degree or equivalent work experience that provides knowledge of fundamental theories, principles and concepts</p>	<p>Accountable for business or operational processes and/or program management</p> <p>Utilizes business acumen and industry or discipline knowledge to directly or indirectly influence others</p> <p>Manages a team of two or more individuals who deliver work product related to an expected core competency of the leadership role</p>



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

Career Band	Technical	Clinical	Specialized	Managerial
Career Level				M5
			S6	M4
			S5	M3
		C4	S4	M2
		C3	S3	M1
		C2	S2	
	T4	C1	S1	
	T3			
	T2			
	T1			





The Career Roadmap Job Catalog can be accessed in three ways on the Career Roadmap Website:

1. **Excel** hr.osu.edu/wp-content/uploads/osu-job-catalog-and-job-code-table.xlsx
2. **PDF** hr.osu.edu/wp-content/uploads/osu-job-catalog-and-job-code-table.pdf
3. **Online** apps.hr.osu.edu/career-roadmap-job-catalog (recommended, screen shot below)

Career Roadmap Job Catalog

Use the fields below to search the 3,800 Career Roadmap job titles. To find one specific job title, complete all four dropdowns – Function, Subfunction, Career Band and Career Level. You can also select any combination to view multiple job titles. If you are unsure which job title you want, you can use the search options for the job title or description.

Filters

Function:

(any)



Subfunction:

(any)



Career Band:

(any)



Career Level:

(any)



Job Title:

(Searches job title for each word in any order)

Description:

(Searches job description for exact match)

Search

Reset



Q & A



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
- **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 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**



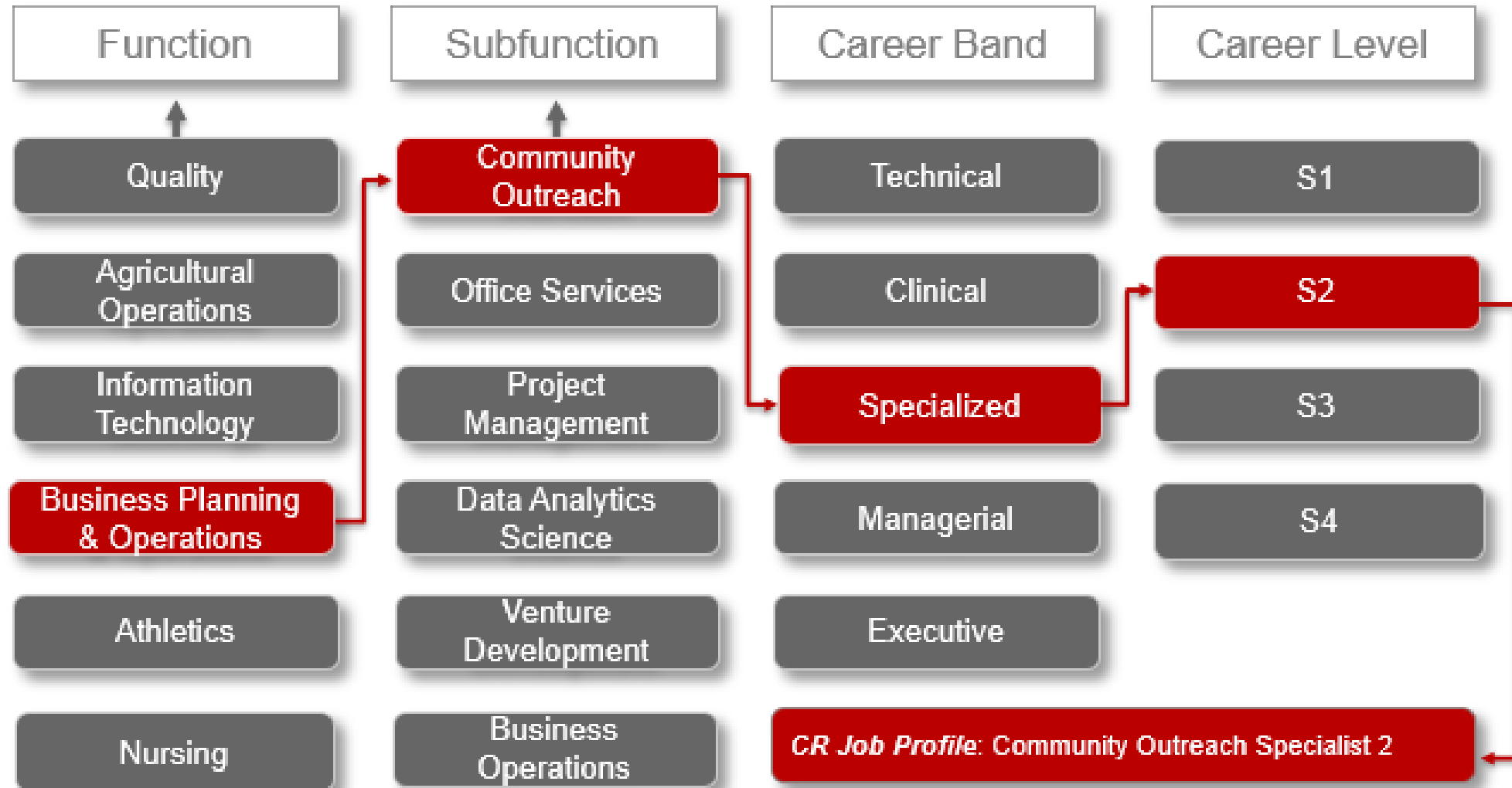
Career Level Description

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





Q & A



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

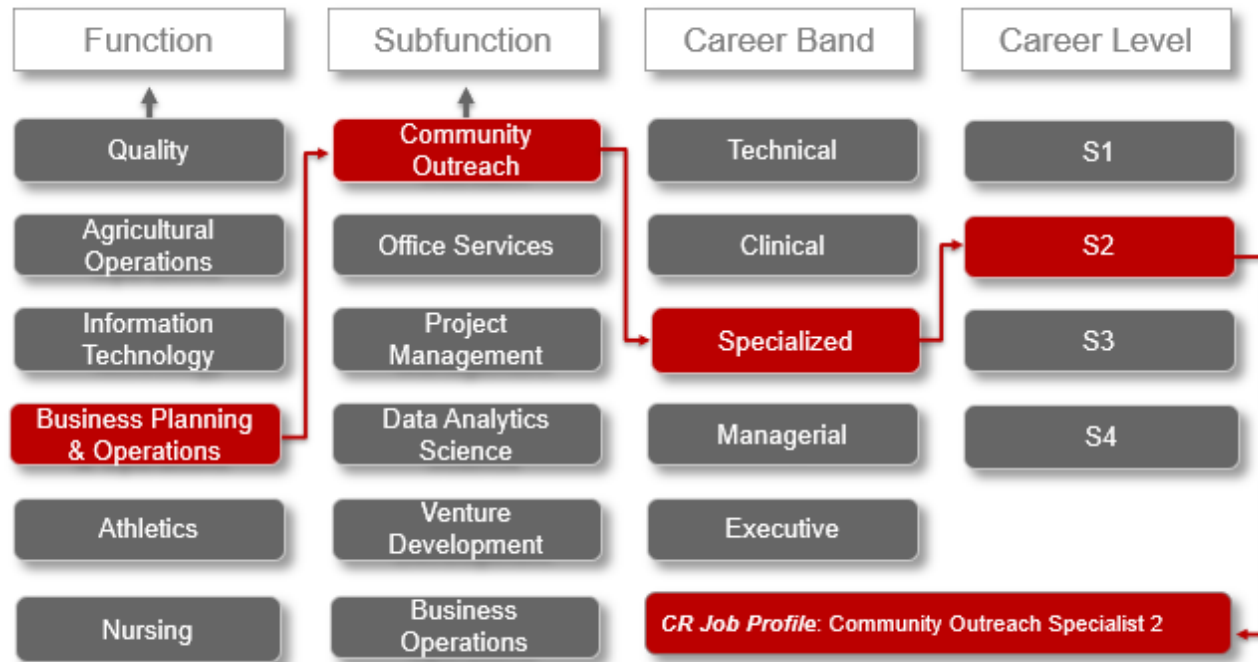
3

Job Profile Standards

Job Profile Name, Working Title, Pay Grade, Pay Range, FLSA, and Job Family



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



**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

Higher Education



Example: Academic Administration

Health System



Example: Allied Health Specialties

General Industry/Operations



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

Lowest salary to
be paid to jobs
falling in a pay
range or grade

Represents the
middle of the
market for a job

Highest salary to
be paid to jobs
falling in a pay
range or grade

Minimum

Midpoint

Maximum

\$75k

\$87.5k

\$100k

\$112.5k

\$125k

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.



Topic	Approach
Employees <u>Below</u> Pay Range Minimum	<ul style="list-style-type: none">• 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.• 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.• Pay below the minimum can also be addressed through promotions, adjustments and backfills.
Employees <u>Above</u> Pay Range Maximum	<ul style="list-style-type: none">• 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.• 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.
Employees <u>Within</u> Pay Range	<ul style="list-style-type: none">• 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:<ul style="list-style-type: none">• Education and relevant experience• Level of knowledge• Performance
New Hires	<ul style="list-style-type: none">• New hires and promotions must meet range minimums and not exceed maximums after Career Roadmap go-live.• New hires/promotions may be temporarily below minimum based on pay of similar peers, in limited circumstances.



	Definition	Regulations
FLSA	Fair Labor Standards Act was created in 1938 to protect workers and is enforced by the U.S. Department of Labor (DOL).	<ul style="list-style-type: none">• Sets a 40-hour workweek• Defines overtime rules and timekeeping requirements• Establishes two FLSA statuses:<ul style="list-style-type: none">• 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 state-wide 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.	<ul style="list-style-type: none">• 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



Home > HR Services > Compensation

Career Roadmap

Career Roadmap is a comprehensive job family model and pay structure that will provide visibility to career paths for managers and staff to foster equitable, consistent compensation practices across the university and medical center. Career Roadmap will enable Ohio State to recruit, retain and inspire the talent needed to fulfill our mission.

When complete, Career Roadmap will give staff and managers a powerful new tool to develop themselves and their teams and build successful career paths at Ohio State.

Building Career Roadmap will require further collaboration and the details will continue to be refined throughout the project, with a targeted launch date in mid-2022.

Updates on Career Roadmap and the progress being made will be shared on this web page as well as multiple university and medical center communication vehicles, such as HR Now, onCampus Today, OSU Health Beat and others.

About Career Roadmap

Career Framework

Position Mapping

Titles

Employee Review Period

Resources

FAQs

Ask a Question

Career Roadmap

Frequently Asked Questions

Career Roadmap

For questions about Career Roadmap and position mapping, check the FAQs below. If you don't see your question here, contact your manager, unit HR professional or senior HR professional. This page will be updated through launch. *Most recent update: October 15, 2021*

Collapse All

Expand All

Career Roadmap Basics

Career Roadmap and Me

Consistency

Direct reports and managerial band

HR processes

Pay

Careers at Ohio State New Employees

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
HUMAN RESOURCES

Fair Labor Standards Act and Job Families

Updated January 2022

0:00 / 14:16

[Career Roadmap Website](#)

[Frequently Asked Questions Page](#)

[Employee Review Page](#)

[Short Learning Videos](#)

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.				
Interim/Pre-Career Roadmap	Research Asst. 1, Research Interviewer	Research Associate 1	Research Associate 2, Research Coordinator	Research Associate 3
Duties	Manages lab safety and equipment; Performs data entry and analysis as needed	Assists laboratory personnel in the execution and documentation of experiments; Prepares and selects samples for laboratory analysis; Identifies themes and writes summaries of participant focus	Collects and processes samples; Conducts experiments; Assists in the design and implementation of laboratory and related research projects; Performs statistical analysis; Prepares final research reports and scientific manuscripts	Oversees research data entry and ensures integrity of study data; Trains and mentors new and existing research lab staff in technical lab procedures; May perform experiments; preparation of graphs
Knowledge	Limited knowledge and experience	Acquires knowledge of processes and tools required for the team through on-the-job experience and training; May serve as informal resource for less experienced colleagues	Acquires knowledge of processes and tools required for the team or department through on-the-job training and/or certification or degree; May provide assistance and training for less experienced colleagues	Acquires knowledge of processes and tools required for the team or department and beyond through on-the-job training and/or certification or degree; As specialist or lead, will train, advise, assign work or oversee work in the department, or with customers
Complexity	Solves straight forward 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 complex 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	Anticipates, recognizes and solves the most complex issues and questions that arise within the team, department, or with customers
Autonomy	Highly direct support and feedback provided by supervisor including structured task 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 patterns or procedures	Routine work does not require instruction or support and new activities or special projects require only general instruction; Makes decisions that consider not only established options and procedures but also may use a new precedent (with supervisory support)	Requires limited supervision and work may be accomplished without well-defined procedures
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	Years of relevant experience required 3+

Career Roadmap Job Catalog

Use the fields below to search the 3,800 Career Roadmap job titles. To find one specific job title, complete all four dropdowns – Function, Subfunction, Career Band and Career Level. You can also select any combination to view multiple job titles. If you are unsure which job title you want, you can use the search options for the job title or description.

Filters

Function: (any)

Subfunction: (any)

Career Band: (any)

Career Level: (any)

Job Title: (Searches job title for each word in any order)

Description: (Searches job description for exact match)

Search

Reset

KB08122

Career Roadmap Job Titles with Pay Range Details

4d ago • 1279 Views

Career Roadmap is a modern compensation and job classification model developed by Ohio State to provide transparent career paths and pay ranges for staff. With an expected 2022 launch, Career Roadmap will enable Ohio State to recruit, retain and inspire the talent needed to fulfill our mission. Career Roadmap introduces two new features to Ohio State's job classification system – a [career framework](#) and comprehensive job catalog.

The job catalog includes all 3,800 Career Roadmap jobs. Each position in the job catalog has a pay range that is benchmarked using market data to ensure that Ohio State's compensation for staff employees is competitive. A pay range is the amount of pay an employee could earn for performing a particular job and has a minimum and maximum that reflects the labor market, level of skill required, employer need and other criteria. The pay ranges will be reviewed annually to determine if adjustments are necessary to remain competitive.

The [Career Roadmap Job Titles with Assigned Pay Range Details](#) Excel file lists all Career Roadmap titles along with their assigned pay range and respective details such as the minimum, midpoint and maximum.

[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!