Employee Training Transcript, February 8, 2022

Good afternoon, everyone. We'll go ahead and get started today. I'm pleased to welcome you to this session of training for staff members on Career Roadmap.

My name is Rob Prisbrey. I'm the interim Senior Director of compensation and this is the first of two training sessions that will be focusing on the fundamentals of Career Roadmap.

There will be another staff training session on Thursday morning of this week. And at that time, we'll be covering the same content as we're covering today. Later in February, there will be another round of training, and these later training sessions in February will focus on the employee review process.

So before we begin today's session, I first of all want to thank each of you for investing the time to be here.

We are approaching an important milestone in our journey as we begin to communicate more directly with all of you with, with staff about Career Roadmap.

Over the last three years or so, we have been in the process of developing Career Roadmap. There's been a lot of discussion. A lot of that discussion has been within the HR community, with senior University leadership, and with leaders and managers, generally, and all of this effort that we have been through in the last few years, all this discussion really has been about improving and tweaking and refining our work product to get us to the point where we're at today.

But we can't, of course, get over the finish line without your help, and most particularly without your engagement over the next few months.

So, implementing Career Roadmap doesn't immediately fix every concern about compensation or about job titles or about career paths. But it does give us a brand-new set of tools with standardized criteria to provide more consistent outcomes than today.

So as we approach the implementation of your roadmap, we're not approaching a destination or endpoint, we're actually approaching the beginning of a journey, beginning of working with a new set of tools to get to a better place.

So with that in mind, let's get started with a few important housekeeping items. So first of all, today's training is being recorded, and we will post a link to a recording of this training on the Career Roadmap website next Monday the 14th.

Also on Monday, the registration for the next round of staff training sessions will be posted on the website.

We will also post a copy of our presentation that you'll be seeing today, so you'll be able to access any links that are that are found inside the presentation.

We do have a large audience today; looks like we're up to 2,000 plus participants and we have, you know, a larger audience signed up for Thursday morning.

So all the lines have been placed on mute. However, we have included a time for question and answer throughout the presentation.

So as you submit questions either as we go along in the presentation or at, at the time of Q and A, please try to be brief and to the point; those are most likely the questions that will get most easily answered.

I'm sure we're going to get quite a few questions that will flow in. So we'll do our best to pick those questions that are most representative and most applicable to the general audience. So please try and avoid any questions that might be more specific, or personal.

I do want to remind everyone that have posted frequently asked questions on our website and if you haven't done so, please take a look at those FAQs.

You can also raise questions to your manager or to your HR consultant or HR business partner.

We have enabled closed captioning and live transcription, participants can select those features.

And with that, let's go ahead and take a look at our agenda.

So the purpose of today's conversation today's training session is really to help all of you have a good clear overview of Career Roadmap. Some of you have been here along for the ride for number of years. Others might be new to the organization or not heard anything and so this is about making sure that everyone is starting at the same starting line and equipping all of you to be prepared for the next steps.

So we will begin our conversation today, with an introduction to Career Roadmap and Lisa Kennedy will be providing that introduction.

Kalkidan Tefera will then help us understand more about some tools and position mapping other components of Career Roadmap. Laura will provide us a bit more content regarding position mapping and job profile standards, and to be specific, when we talk about job profile standards we're talking about pay grades, pay ranges, FLSA and those things that come along with job titles.

And finally we will round out with a discussion of resources and next steps being led by Joyce Wagner and finally we have Christine O'Malley, who is our senior communications consultant on this project and probably most projects across HR an so she'll be helping us with our question and answer sessions. So with that, I would like to turn it over to Lisa to jump in.

Good afternoon, everybody. My name is Lisa Kennedy I'm going to take you through the introduction to Career Roadmap.

So why does Ohio State need Career Roadmap? In short, the current state is just not sustainable. Ohio State's current pay, pay and job structures for staff were developed more than 40 years ago.

And today we have more than 2,000 job classifications that are unclear outdated and not easy to apply in a consistent way.

This inconsistency makes it difficult to ensure we are competitive with other employers, it also leads to confusion within our organization, creating titles that have no relevance for external candidates, or staff wanting to advance internally.

And the most current most recent Career Roadmap surveys staff have consistently express concern about their ability to see a career path for themselves at Ohio State.

If these issues aren't addressed, it will become more difficult for Ohio State to be an employer of choice.

Here's an example of a job classification that's difficult to use. We have nearly 400 program managers at Ohio State. The job is defined as to plan and manage a major continuing education or community service program project or series.

However, if you look at just a few of the working titles below, you'll quickly see that many of them have nothing to do with managing a continuing ed or community service program, or even with each other.

In addition, the pay range hasn't been updated in 10 years. The resulting difference in pay from highest to lowest is tremendous. A pay range that big with positions so varied makes it nearly impossible to ensure balanced, pay ranges.

So what is Ohio State doing to solve these issues? Ohio State is implementing a Compensation, and Talent framework that is consistent transparent and sustainable to attract, develop, and retain employees.

This framework will help in three areas. You can see those along the left market and internal alignment. This will be a structure that aligns Ohio State internal jobs to the external market.

It's a foundation for compensation decision making.

It has standards for consistent alignment of work across the enterprise.

And under talent development, it will provide visible career path opportunities to staff, it will enable better staff development discussions, and it's a foundation for succession planning.

In addition, the risk, it'll, it'll improve FLSA and classified civil service compliance, and it will provide a foundation to do meaningful proactive pay equity analysis.

There are a few tools that come along with Career Roadmap. We have created a career framework we have career, created a career framework, a job catalog, a salary structure, a new compensation policy, and we will create an annual review process of jobs.

So who was included in this, in scope for Career Roadmap? There are about 26,000 unfilled unclassified staff and civil service staff that are in scope for Career Roadmap.

The following positions are out of scope for Career Roadmap including physicians, student employees, faculty members, athletic coaches, executives, bargaining units, research scientists, visiting scholars, post-doctoral scholars and assistant vice provosts.

These positions are out of scope for now for Career Roadmap that they could be in scope at a future time.

So what is 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 the initiative won't be changed.

And the eligibility and enrollment for retirement, health benefits such as medical vision or dental and life insurance won't be changed.

What is changing as a part of Career Roadmap, we will have 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 your career.

What also is changing is each position will receive a new job function sub function career band and new career level associated with each staff position. Kalkidan will be taking you through the definitions of those.

It will also include a new job profile name.

I want to give you a little bit of a history about where we've been here, the institution has been through several mapping stages to get position mapping right and ensure alignment and consistency across the entire organization.

So back in 2019, we created the job catalog with the help of about 350 stakeholders across the institution. And we took an initial pass at mapping back then into the new framework.

Later in 2019, the new Career Roadmap tools were introduced to HR unit HR managers and leaders, those tools are the career framework, job catalog, the Career band and level guide and the position mapping tool.

In early 2020 we conducted a functional alignment so this was to ensure mapping consistency across 37 functions. Again, Kalkidan will take you through what a function is, but this was to ensure position mapping was consistent across the institution.

Later in 2020 we introduced the crew roadmap pay grades and ranges and unit HR and leaders took another pass at mapping.

So, so far we've got about four rounds of mapping that have been completed by the end of 2020.

In 2021, we took another look at mapping once again and looked at audits and audit items related to career levels to again make sure that position mapping was as accurate as it could be.

We did a little bit of senior leader alignment of accurate aggregated mapping data later in 2021. And we also started to prepare HR leaders and managers for the employee review process, which is what we're about to embark on.

At that point we took another look at position mapping.

So here we are in 2022. We are like I said about to embark on the employee review process. You'll learn more about that process and the next set of training at the end of February.

And then at the end of 2022 around the fall timeframe. Career Roadmap will go live in Workday, and the policy will be updated.

I'm going to pause for questions and answers.

So we've been getting quite a few questions.

And a lot of them are about things that are going to be covered later, okay, in the training, so I'll hold on some of those but, you know, you were just showing that timeline and I know you said next training we'll talk more about the employee review process, but can you just mention when people will get that first notification? Yeah, the first notification will come March 8. So that that notification will be called an acknowledgement letter, and it will, it will include your current position information as well as your future Career Roadmap information. And the important thing to note there is your mapping, your Career Roadmap mapping. This is all in an effort, you will not see it show prior to the go-live in Workday so this is a chance for you to weigh in on your mapping before go-live.

You talked about stakeholders being involved in the mapping reviews over the last three years, um can you say more about who they were? Yes, we had a lot of stakeholders involved that would have been unit HRBP partners, unit HR consultants we've also had unit leaders across the institution, as well as managers and supervisors.

Okay, and then one other question just about the timeline you just showed Do we have a date yet for when Career Roadmap is going live fully? Don't have a date quite yet but it is targeted for fall 2022.

Okay, I'm seeing just I know a lot of questions are coming in, that I know we're going to be talking about in upcoming segments, so I think maybe we can just move on.

I will turn it over to Kalkidan Tefera to talk through some career of components and tools.

All right. Thank you, Lisa. So next we're going to be talking about the Career Roadmap tools. These are all Career Roadmap components, and I'll take you through the first section of that under Career Roadmap tools, so we are going to be talking about the career framework, the career band and level guide in the job catalog. So next slide we will see the career framework.

So the career framework is made up of a job function sub function, career band and career level. So a job function is a broad grouping of occupational discipline and example listed there you'll see as finance and other one may be, or another one is marketing communications, or human resources. When somebody asks you what do you do and you say, I work in finance, that's an example of a job function a broad grouping of occupational disciplines. A Subfunction further reorganize that occupational discipline within finance will find accounting. Another example is budgeting.

Financial Planning analysis, right, so it's further reorganizing the field.

And then next, we'll look at the career band, so this describes how the work is being done, is it being done by an individual as part of the individual contributor series, or as a people leader so managing a team.

Under the individual contributor series we will see the technical, the clinical and specialized bands listed under the people leader series, you'll see the managerial and executive band. As Lisa indicated executives are out of scope for Career Roadmap.

So for this initiative we're focusing on the technical clinical specialized and managerial bands.

And then each one will have levels associated with it so within the technical band it goes T1 to T4, for clinical C1 to C4, S1 to S6 for specialized and managerial band will have a total of five levels, M1 to M5.

And then, specific information about the career band and level could be found on our website under the career band and level guide, we will be talking about that in detail in the next few slides, a reminder to note here is that to be in the managerial band, you have to manage 2 FTEs or full-time equivalent staff members.

If you manage students or volunteers that will count on a four to one ratio, meaning Four students will equal to one, FTE or full time equivalent. Same with volunteers.

Now that's one of the components to be mapped to the managerial band. The other important piece is majority of the work has to be done through other people, meaning your position, you would have to be managing a team setting objectives and goals for that team, and most of your time is spent doing that. Now if you have direct reports, but you function as an individual contributor meaning majority of your work is done on your own, then you could be mapped to the specialized or clinical or even the technical band so you can manage individuals, and still be mapped as part of the individual contributor series.

One thing to note on this framework is that you will see some alignment or overlap. So for example, the S3 and the M1 are lateral levels. This is very much intentional. Employees can choose to progress their career, either as an individual contributor,

Or as a people leader, as an individual contributor, if you're currently mapped to an S2, and you want to continue to become an individual contributor you can go from an S2 to S3 and progress in your career, all the way up to an S6 at that level is available within a given sub function, or you can cross over and manage a team, manage people and progress your career that way as well.

So this framework does provide options for employees depending on where they would like to take their career.

All right, so the elements of the career framework, add up to a job profile. So from here on out you'll hear us saying job profile quite often. So, what we mean is function plus sub function plus the career band plus the career level equals the job profile, the Career Roadmap job profile. So in this case, finance, under finance, accounting, the specialized band. And the third level S3 all equal, finance, accounting, s3 or accountant three, that is the job profile.

Alright so next we're going to take each of these pieces in the formula and talk about it in detail. So job function again that broad grouping of occupational disciplines.

There are a total of 37 functions available in our Career Roadmap job catalog, and finance happens to be one of the 37. A sub function is a further reorganization of that discipline.

In this case, accounting, is one of 32 sub functions that exists under the finance function. Now, each function that is all 37 and sub functions have a description tied to them.

So for finance, you'll find in our job catalog, finance establishes financial controls and policies and ensures controls are implemented and effective and so forth.

Now, this finance description fits for all the different sub functions that fall under that finance function. However, each sub function has a description of its own to further reorganize this field.

So in this one, the example is accounting.

And, no need to read the description fully but, again, each sub function has a specific description tied to it, to define the job. So that's a function and sub function and how the descriptions are used.

Next, let's talk about the career band, again, there are two series individual contributor or people leader series. Under the individual contributor series, we have technical clinical and specialized and managerial for the people leader series executives being out of scope for this implementation.

This is the full description of the career band guide. Now, we don't need to read all of those, but I do want to call out the bolded items to differentiate the difference between the technical the clinical specialized and managerial bands, under the technical, what types of positions do we expect to be mapped here.

If a position is under the technical band, that position performs work of technical skill trade it could be operational or administrative in nature.

Also the work is performed with a clear guideline and procedure.

And another key point around the technical band is typically, it does not require a university degree or post-secondary education. Now, keyword being typically, for some sub functions, there may be a requirement at the T3 or T4 have a bachelor's degree. So, we should always be conscious of, you know, when using this and that this is a guideline that generally applies, but certain sub functions may stray away depending on the field of study or the field.

The clinical and specialized bands are very similar. They both require the application of specialized expertise within a profession to achieve results, the difference being for the clinical it's within a clinical profession and for the specialized it's for a non clinical profession, and both cases, they may supervise others so other clinicians or other staff members as part of the specialized band, but majority of their work is done as an individual contributor, so positions like that are likely to be map here.

In both cases, a university degree typically is required, and specifically for the clinical band, not only a university degree but an additional clinical license or certification or training.

Thank goodness for that since these are our nurses and our pharmacists and typically those types of sub functions do require additional certification.

Under specialized band, you will see positions map here often have project management incorporated into their positions. It could be process improvement, or just things in addition to their day to day activities, which include project management.

Then we get to the managerial band which is under the people leader series. Under this series.

Like I mentioned earlier, position needs to have two full time equivalent employees reporting to that position, also a key call out is directly or indirectly influencing others, also majority of the work being done by others.

So that's, that's the key distinction between the bands listed here.

Next, we'll talk about the career level, we covered function sub function career band. The last piece of the formula is a career level. Our work dimensions, determine the appropriate career level.

So what are work dimensions, you'll see that listed on the right-hand side: profile, knowledge complexity autonomy, or impact interaction and education and experience.

So, work dimensions, describe aspects common to all jobs, regardless if that job is an accountant or an application developer or graphic design in marketing communications, all of the levels for those jobs are determined based off of the work dimension and it ensures a structured framework for career level discussions.

So let's go over each of the dimensions listed here. So, the first one is a profile. This describes the level broadly, so it will describe a certain level as entry or intermediate. For the managerial band, it talks about reporting relationships and what type of direct reports a position mapped to an M1 will have. The direct reports are mostly mapped to T1 to T4 or S1. Then we get to an M2, what types of direct reports do we see for this level. Positions that report to an M2 would typically map to an S1 to S3.

It even talks about the level of impact or the level of discretion.

The position may have. So, a profile highly describes that level. Then we get to knowledge, not to be confused with the education requirement or the experience but knowledge for this specific job.

Specifically, when we talk about knowledge, we mean, what is the breadth and depth needed to be successful in that position.

When we look at a certain level for example, at an S1, usually a position at an S1 is relying on basic theories and principles, when you start getting to that intermediate level, you're getting into pulling in experience on the job and knowledge based off of experience and education. When we get to that s3, again, it builds upon the requirements for an S1 and S2, and you have additional breadth and depth tied to the knowledge around the job.

Then we get to complexity.

Complexity talks about what types of problems you encounter in your position and how are those problems resolved.

So, are the problems encountered, are they often solved by guidelines and procedures that have been set.

Typically that tends to be at that S1. When we get to that second level, we see things like problems that need to be identified and solved, and they tend to be in the gray area so there is, within a parameter, judgment that's applied to be able to solve that problem.

Then we get to that S3 and the complexity again increases. So, level to level, all of this is described in our career band and level guide, you will be able to see level to level, the increase in all of these dimensions.

Then we have autonomy versus impact so as part of the individual contributor series, which is the technical, clinical and specialized, the autonomy dimension is used to assign a level. For the

managerial band, we look at impact because again managers are people leaders so what type of impact are required from their position.

Impact being when it talks about policies and procedures, or when it comes to objectives and goals settings, does that impact their immediate team does it influence the entire department or is it the whole unit.

How about at the institution level or enterprise level. So as, as you progress in the career framework from one, two and two and three and four, the impact should be growing. With autonomy, it's, you know, How often does your work get checked, does it get checked by your supervisor or are you able to be able to accomplish the work with very minimal supervision. So, at a lower level there tends to be a less autonomy than at the higher level, then we get to interaction, which is again, who, what are some of the stakeholders, stakeholders you'll work with. Do you work within your immediate team do you work with the entire department? How often do you interact with other stakeholders like legal or as part of project management, how often do you interact with IT.

All of these are telling us where a position should be mapped. And last is education and experience. So often people think education and experience is the main driver of how a position should be mapped but it is one component and an important component, but one component, out of all of the dimensions listed here.

So there is in the career band and level guide the typical requirement needed for each level so for example at the S1 level it's zero to two years of experience and a bachelor's degree. At the S2, it's two to four, and so forth.

Each level has been assigned a requirement for an education level.

Now the second point I do want to point out is work dimensions must be applied uniquely to each occupational discipline I'll give you an example.

If we are looking at an IT application development subfunction, the interaction tends to be less than community outreach sub function. Community outreach, they're expected to reach out to the community and plan programming and activities, and they tend to have interaction.

That dimension should be weighed at a higher level, than for application development, or let's take a look at reporting and analytics how complexity should have more weight placed it. When you go from an S1 to an S2 you're going from running reports, analyzing data to s3 and S4, perhaps even doing data visualization and storytelling so the complexity within a sub function like that plays a bigger role. So all this to say the same work dimensions must be applied uniquely to each occupational discipline.

Now I know that was a lot of information. All of this is highlighted in our career band and level guide, where it is very clear.

Everything I described examples by each dimension for all of the levels are listed there.

So, the Career Roadmap job catalog can be accessed in three ways on our Career Roadmap website. There are 37 functions, approximately 490 sub function, and about 3800 job profiles, the descriptions, and all of that is listed in our job catalog. You can access it in three ways. The first one is Excel. If you enjoy spreadsheets, as much as I do, I recommend this one. You can pull it up, filter and pivot, as much as you would like.

Or you could access it through PDF or the online version, which is recommended. It's very user friendly, you can filter on a function or a sub function, and it will give you the available levels within that sub function and you can really modify and even look at a specific career band and Career level descriptions once you click on the job profile.

So all of this, you will be able to access once we send the link to this recording and this deck.

All right. And with that, I believe we are going to Q&A. Yeah, and we've got a lot of good questions about the, The levels and the framework.

So to start off, do you have to go through all of the levels in a particular band in order to to progress in your career.

Um, No, you don't have to.

Now within a career framework, like I said, there are lateral levels, right. So, if you are an S1, or if you're at an S3, you don't have to go to S4, S5, S6 and then go over to an M1 right, so the lateral levels are intentional and that you can cross over. Typically for a career progression though you will see that if you're currently at an S1 as you're developing your skills and meeting the requirements for a specific position, you would go from an S1 to an S2 and so forth.

So depending on how that career goes. Also if you would like to switch career fields all together. Let's say you currently work in Marketing Communications graphic design but you've always wanted to do web analytics and work management as part of IT.

You might have to take a step back in your career maybe go into an S1 to really learn about the new field and then progress your career that way. So, the objective is to really progress your career, based on the tools and resources that are available.

So you mentioned that people can, you know, don't have to go through all of the S levels to you know if they want to switch over to an M band, but how how common is it or is it possible to go from the clinical band to the specialized band?

From the clinical. So, like I mentioned earlier the clinical and specialized bands are very similar from the requirements standpoint.

Now if there is a position that is available, and you want to go from, you know, a C2 to an S3, and you meet the qualifications for that position, that is also a career move that that is available, but again it really depends on what type of position is available. And if you meet those requirements.

Right. And then we got this question in advance of the training, and I think it has to do with tools.

How does Career Roadmap or how will Career Roadmap interact with Workday as a tool.

Right, so clear roadmap again, creates a framework, right, and within Workday once that's implemented and the system go-live happens, you will base permission doing things like that are available to, or we can go ahead and include that our job profile similar to what we do based off of the new structure.

And again more around process will have to come at a later point after the implementation of Career Roadmap and see what we could do.

But Joyce or Rob, Would you like to add anything to that and how work they interact with Career Roadmap?

Maybe the one thing I would go ahead, Joyce,

No, I was gonna say I think you did perfect answer to that account for them. Thank you.

Okay, and we're getting a lot of questions about mapping and I know we're going to talk about mapping in the next module, but one more thing I just was hoping you could reiterate, in the links that you just showed on how to access the job catalog, does that include the band and level for all of the jobs?

So the band, the career band and level guide is the resource to use to evaluate career levels, and the requirements from one level to another, what differentiates them. On the online job catalog version, once you search for a job profile from function, subfunction, band and level, and you click on that job profile, it does show the description for the specialized band and the function and subfunction description. So it is available that way, but we highly recommend that you visit the or you review the resource, the career band and level guide to get a full view of each level, band and level.

Okay. And I think maybe it's a good time to transition to the next segment because I'm seeing a lot of questions about mapping.

Okay. Um, so, since Christine said there's a lot of questions about mapping it seems like this is a good time to talk a little bit about how positions were mapped, so I'm going to talk about how current positions were mapped to this newly established framework.

Okay, so position mapping is based on the responsibilities of the position as outlined in the position description or PD. The employees' qualifications are considered when determining pay.

So, you may ask, where is my current position description in Workday. So if you were to log into Workday from a desktop computer, you will see a cloud icon.

So if you click on that cloud icon. You'll see your name and underneath that there's a button that says view profile.

And then from there, you'll come up with a screen and it'll have several different icons on it that talk about your profile. One of them is job. If you click on job you'll go to the jobs tab.

And from there, you'll see a link with your position so it'll have your eight digit position number and then your job title if you click on that, you will find your position description.

So after looking at that if you think that your position description is outdated.

Please work with your manager to get that updated.

So here, we're going to just give you an example of a position. This is a very condensed version just for purposes of explanation. So here's a brief description of an outreach program manager.

So, this position a couple of the responsibilities for this position. They oversee program activities for an established community program, they're gathering the data from program team members and conducting analysis.

They're assisting in biweekly or, I'm sorry bimonthly meetings, such as creating the agenda, they're promoting the work of the specific program via the various channels such as social media newsletters, etc.

Maintaining online training website, preparing annual report. And this position requires two years of experience, and a bachelor's degree.

Now the employee currently in this position.

They, they have a master's degree, they have six years of work experience, including four years of experience at OSU. But remember, the employee's qualifications are considered when determining their pay, not their mapping.

So let's talk a little bit more about how to map a position.

So the first thing that you're going to do is you're going to use the job catalog and compare the position description to the function, as well as the sub function description and Kalkidan went over what the functions and subfunction, were a few moments ago. So for purposes of this discussion, we have bolded a couple of key things here to focus on. So for the position description we bolded, a couple of responsibilities.

So the first one oversee program activities for an established community program.

And then we also have promote the work of this specific program via various channels. So those are two different responsibilities that we're highlighting.

So we're going to look at those and see how they compare to the functions and subfunction description, which in this case, the function of business planning and operations and the sub function is community outreach. So, those correlate to the community outreach, because you can see there that community outreach talks about developing and coordinating community engagement and educational programs and since this position is overseeing the program activities for an established community program that relates to that very well. And they also assist in addressing the needs of the community and surrounding areas.

So, that's a good fit for that. There will never be a perfect fit for a position so that's important to remember you know we're trying to fit, have a best fit here.

So after we look at the function and subfunction. The next thing that you'll look at is the career band.

So using the career band and level guide that Kalkidan described a little bit ago, you will compare your position description to your assigned band.

So again we bolded a couple of key responsibilities and some things to highlight in the position description. So, the same responsibilities, apply here: oversee the program activities for an established community program as well as promote the work of the specific program via various channels.

So if you look at the career band here which in this case is a specialized career band. So, in the specialized career band, you may be the primary owner or authority on a given program which this particular position is so and it requires the application of that specialized expertise within

that profession to achieve the results. And it also needs that in depth knowledge, project management and influencing skills.

So, all of those things relate to those two highlighted responsibilities.

And just a reminder again Kalkidan went over this but just another reminder to be in the Managerial career band.

Your total reports must equal to full time equivalent employees or a four to one ratio for those student employees and volunteers and the majority of the work must be accomplished through other people.

And then finally, once you figured out the function, the subfunction, the career band, then you go to the career level. And again, you'll use that career band and level guide, comparing your position description to your assigned career level in those work dimensions that Kalkidan went over.

So in this case, this position was mapped to an S2.

And here we have highlighted a few different things. So, this position requires you to gather data from program team members and conduct data analysis, and this position requires two years of experience and a bachelor's degree.

So if you look at the career level description for an S2, that level it works on projects of a moderate scope and complexity and they need to really apply that judgment within defined parameters.

So, that applies to this position here.

And then once you get all of those things, we can talk about the equation here.

So, here we have the function for this Outreach Program Manager which is business planning and operations, the sub function, which is community outreach, the career band which is specialized band, the career level which is S2, And that equals the career roadmap job profile of community outreach specialist 2.

And we are to our next Q and A session, and I know Christine said we had quite a few questions about mapping. Some, some very good questions. I've seen quite a few questions come through about what a lot of people call hybrid roles, or you know roles, roles that might in fall into multiple subfunctions.

Can you be in more than one subfunction at a time? That's a great question. The answer to that is no. Each position can be assigned to one function, one subfunction, one career band and one career level.

We were aware of these hybrid or roles to kind of encompass multiple different subfunctions, so as a result we created a bunch of different subfunctions within the different functions that that kind of allow for that.

So, in, in many, many of the different functions, as Kalkidan said, there's 37 functions, we created something called kind of the services subfunction so it depends what, so maybe IT services, supply chain services.

And that allows for when you, when your job kind of applies to two or more subfunctions within that function, so that that's a good subfunction that you should see apply if you're kind of in a hybrid type role. Business planning and operations also have some, some have some roles that are hybrid as well. Okay. And you talked a lot about position descriptions, and you mentioned, you know what to do if your position description iss outdated. I've seen a few questions come in about, you know, does Career Roadmap change someone's position description?

And the answer that is no Career Roadmap, does not change your description. It is a new framework and salary structure that we're using to assign to your current job so it will not change your current job.

And if the position description isn't very specific, what happens then?

So I think that's a case where if your position isn't specific enough, you might want to work with your manager to get that updated, especially if you think that you are mapped incorrectly.

And I think another question that you're probably going to ask me now so I'll beat you to the punch is, you know, we talked a little bit about if you don't agree with your mapping, what you'll have to do. So the employee review period will be coming up here next month. So there is the opportunity to disagree with your mapping during that period.

Great, thank you. Um, then, if and when it comes to mapping, if you know that by the time Career Roadmap goes live in the fall, you're going to be at a different level. Should you be looking at your mapping, as the role you're currently in or the role you expect to be in in the future? You should be looking at it in the role that you're currently in but I would definitely make sure that you're working with your manager and your HR partner to make sure that you guys are all on the same page with that.

If your role does change, your mapping would change as a result of that as well. So I would just want to make sure that you know everyone's on the same page with that.

Okay, and we did get quite a few presubmitted questions about what factors into my mapping like my particular education or longevity at the university or, you know, my experience or other personal qualifications like that. How does that factor into mapping?

And if not, when do those things get considered? Great questions.

So, the responsibilities of your position are what factor into mapping. Your personal qualification, so your education, experience, certifications, etc., those factor into your pay.

How you are being paid not into your mapping.

Okay, can a position's mapping change over time? So could a position evolve from an S3 to an S4?

Yes, I think that is definitely a possibility that that positions evolve, that's based on of course the, the nature of the work performed in the nature of the work that needs to be performed in your particular unit.

So I think that there are many times when, when the work needed progresses to another level.

So that's definitely a possibility.

Okay, one more question on, on this segment that I've seen come through from a few different people. Why doesn't my position include all of the levels shown in the framework?

Oh, great question.

So the levels that are included.

And as well as the career bands. So, you will see not every career band is included with every subfunction.

Those are related to the type of and we're going to talk about this in up in a little bit.

But the type of market data that we could find. So, based on the market data that we could find for the particular subfunction and function, the levels were created.

They were also created in working with that group of stakeholders that Lisa mentioned earlier so the stakeholders were instrumental and letting us know the different levels that were needed, and um continued to be instrumental as well as new jobs are created, sometimes on a daily basis.

Thank you Laura, and I know that from our presubmitted questions we've got a lot of questions related to pay and I've seen a lot of pay-related questions come through, and I know Joyce is going to touch on some of those in the next segment, so why don't we move on to that.

Great, thank you so my name is Joyce Wagner and I'm going to share with you the standards related to job profiles.

Specifically, there's a job profile name, a working title, pay grade, pay range, Fair Labor Standards Act and job family. I'm going to go through each of those in a little bit of detail on my next slides.

So, as Laura, just finished up her section, she shared with you that a function sub function, career band and career level are going to result in a job profile name.

So, each job profile has several standards.

Six standards, actually, and all employees in the same job profile will share those standards. The first one is the job profile name in of itself.

So in this example, the job profile name is community outreach specialist two.

Yes. Next, let's go to the next slide, Lisa, please.

So we have a job profile name and we have a working title both of those are standards that will be attached to the job profile. So in our current state example, we've been using program manager and our program manager current state has a working title of outreach program manager. At Career Roadmap go live, the job profile is going to change to the community outreach specialist two so we will implement that job profile name standard at Career Roadmap go live. At Career Roadmap go live though, we will retain the current working title of outreach program manager. The working title will change gradually over time, as we will transition to the new recommended working title, and in this example that would be community outreach representative.

So we will transition to those new working titles through promotions, as positions are vacated and we're hiring, through retirements and other staff changes, we will gradually transition to the standard working title, but at Career Roadmap go live in the fall of this year, we will start using the standard job profile name.

Okay. Um, two additional standards that we have is the pay grade, and pay range.

So, what we do at Ohio State is we match each of our job profiles to external job profile so we're trying to match the community outreach specialist two to external job profiles that are performing the same kind of work or comparable work.

Excuse me.

We use that data then from those matches to obtain salary data, which we have resources through credible survey vendors shown on the slide below.

That salary data helps to inform the Ohio State pay ranges, and each pay range then points to our pay grade. And all of this really helps to ensure that Ohio State's paid remains competitive with our local markets.

Okay, what is it pay range? A pay range is just really the range of pay that any employee could earn for performing a particular job, a pay range has a minimum, midpoint and maximum.

The pay grade is simply a combination of a letter and number that points to the pay range. So a pay range could be A17 or N30, things like that. So what we will have is a variety of pay ranges and pay grades, that will be used in Career Roadmap.

So in our fictitious example here we have a pay range with a minimum of $75,000 to $125,000 at the minimum, the $75,000 is really what the lowest salary that should be paid to jobs falling in a pay range, or in this grade.

So if this happened to be Grade A17, we would expect that the that job profiles that are in Grade A17 would be paying no less than $75,000.

On the opposite side, we would expect that jobs that are assigned to grade A17 in our fictitious pay range.

The highest salary to be paid for jobs, falling in this pay range or grade would be $125,000.

Now we have the midpoint, the midpoint really just represents the middle of the market for this particular job profile name.

Okay. We do have some situations where there are geographical differences.

For instance, we have some employees that are located in Washington DC. They are required to perform their job in Washington DC and must be located there.

So we know that the cost of living in Washington DC is higher than say Columbus, Ohio. So we assign a geographical difference premium to that location.

So that might adjust the pay range minimum and maximum for that particular location. We have a few situations where we are using geographical differences in the state of Ohio, particularly for our regional campus areas, and our extension areas.

Okay, some more information on pay grade, and pay range standards.

We have employees that may fall below the Career Roadmap pay range minimum.

The first step in implementing the new Career Roadmap ranges, is to ensure that all of our in scope employees are at least at the pay range minimum.

Right.

There will be some employees at Career Roadmap go live that might not be at their respective pay range minimums. We are asking that each unit be encouraging to use the 2023 2022 2023 merit process to bring employees, up to the pay range minimum.

But we're not going to require all units to do immediately move employees, up to pay range minimum.

So there may be some employees that it's going to take a little bit longer to get to pay range minimum, but we are hoping that that many of our employees can be brought up to their Career Roadmap pay range minimums in this upcoming merit cycle.

The pay range minimums can also be addressed through promotions, other pay adjustments and backfill. So, so we have lots of opportunities to get to the pay range minimums through this merit process, as well as some other means to do that.

And we will also have employees that fall above the maximum of their new Career Roadmap pay ranges.

So employees whose pay is above the pay range maximum may be eligible to receive a lump sum merit increase in lieu of a base salary increase during the merit process.

The lump sum merit processes is paid all in a lump sum for staff that would usually fall in the month of September.

And, and what that does is that you know pays that in a lump sum amount out.

instead of adding more to the base salary, which would move the employee further above that respective pay range maximum.

And then what happens is over time, the Career Roadmap pay ranges are going to be adjusted based on an annual market review that the compensation team will do.

So we're going to be reviewing the pay ranges on an annual basis, and will be adjusting those pay ranges. So over time the maximum of the pay range is going to to move up and then the employee is going to then fall within the range and be below that, that maximum, and may be eligible again for our base pay merit increase.

So, normally we would estimate that an employee might be above their maximum pay range for, you know, one, two, maybe three years at the outside but hopefully not any longer than that.

We will have majority of employees will fall within their respective pay range. So after achieving our first step of implementing the Career Roadmap pay ranges, we're going to ask that units begin to evaluate employees position and range, based on factors such as education and relevant experience level of knowledge, and then your individual performance.

And then just another note on new hires, I noted some questions in the chat about this, new hires and promotions must meet the pay range minimums and not exceed the pay range maximums after Career Roadmap go live.

But we may have some new hires and promotions who are temporarily below the pay range minimum based on the pay of similar peers in some circumstances.

Next slide. Okay.

The next standards that I want to talk about are the Fair Labor Standards Act and job families. So FLSA is the Fair Labor Standards Act was created in 1938 to protect workers, and it's enforced by the US Department of Labor, so this is a federal regulation.

How does it protect our workers and our employees? First, it sets a 40-hour workweek.

It defines overtime rules and timekeeping requirements establishes two FLSA statuses non-exempt and exempt. Non-exempt means that the employee is eligible to receive overtime pay when more than 40 hours are worked in a work week. At Ohio State, our work week runs Sunday through Saturday. Exempt means that an employee is not eligible to receive overtime pay, regardless of the number of hours that they work.

FLSA also requires employees to justify when a job profile is exempt from overtime. And in order to justify that it. The job title the job profile must meet the laws specific test and there are two tests.

One is a minimum salary threshold test, and a duties test.

So, we really have to comply with the FLSA regulation.

There can be some high penalties and fines to an employer who does not comply with the, with the regulation.

The job family. Job family. We have several different values of job family, one is classified civil service. Classified Civil Service is a statewide regulation.

It was introduced in 1912. And again is intended to protect workers, the state personnel board of review was created in 1959 to oversee classified civil service.

And again, how does it protect workers? It prevents us as employers from unlawful terminations, reductions in compensation and other things that would be harmful to employees.

It establishes processes and rules for reduction in force, establishes specific leave accrual rates, and the maximum carry forward balances, and it establishes probationary periods.

So impacts to positions and employees at Ohio State, specific to the FSA job family standards.

So the Office of Human Resources is going to designate the FSA status of exempt or non-exempt for each job profile, as well as the job family. The job family values are classified civil service, unclassified A&P and unclassified senior A&P. All positions and all employees in the same job profile will have the same FLSA status and same job family.

So, we're not going to find a situation where you have a community outreach specialist two, and some will be exempt and others non-exempt that is not a standard.

The same thing for job family, everybody in the community outreach specialist two will have the same job family applied to them.

Classified Civil Service employees at Ohio State 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 here at Ohio State, must receive preapproval from your manager to work overtime hours and managers must review and approve timekeeping entries on non-exempt employees,

must track and report all hours worked in a time clock or system and will receive overtime pay when more than 40 hours or work in the work week, which again at Ohio State is Sunday through Saturday.

Hours worked may include things like accepting phone calls, after your scheduled work hours and required training and travel and, and other situations.

Employees may also automatically qualify for shift differential or weekend differential pay if they are working during the evening, or the weekend. So that's something that we need to be cognizant of with our non-exempt employees. Within unclassified, the job profiles that are S5, S6, M3, M4 or M5 will be designated as senior A&P so that's how we're how we're designating the unclassified senior A&P titles.

So now we're up to Q and A again.

Joyce well we have got quite a few questions, some really good ones here.

So, going back to kind of the beginning of your segment when you were talking about titles, the person notes that there are job and business titles in Workday, which of those is considered in Career Roadmap?

Okay, so there's a, there's actually I'll, I'll try to make this is high level as I can.

But clear. There are really three different title fields in Workday.

One is your job profile name.

That will be standardized. Then there is a title at the position level, that is your working title. And as I mentioned, the working title will remain from current state to, at Career Roadmap we won't change the working title, so that that title at the position level will remain the same, and will gradually transition over to the recommended working title. And then the business title is the third one, the business title is really only to be used to represent an interim or an acting arrangement.

So that one really is sort of outside of the Career Roadmap standard, but we do use that to represent situations where an individual is serving in an interim or acting position.

Thank you.

So, quite a few questions around the job families.

When will we know what positions are switching say from A&P to CCS and what the impacts will be to the individuals?

Okay, great question. Okay, so we'll talk about this a lot more in the next training on February, 22nd and 24th. But as Lisa mentioned earlier, you will get an acknowledgement letter on March 8 through DocuSign. That acknowledgement letter is going to tell you what your function, subfunction, career band, career level, the job profile name. And then the other standards of the pay grade, the pay range, and your job family, and your FLSA status. So that all that information will be made available on that acknowledgement letter that you will receive through DocuSign on March 8th.

Okay, I'm so sorry. I was gonna say, as far as impacts to, you know, related to the job family, for the most part, there aren't too many impacts to, you know, for situations where an employee might end up transitioning to a different job family, and we're still, you know, discussing and reviewing impact so we'll have more to share on that at a later time.

Thanks, and I know you talked about, I know, how all positions in the same job profile, excuse me, will have the same FLSA status and job family. So is it possible that through this process somebody who is currently exempt might move to non-exempt and vice versa?

Yes, Great question. Yes, that is absolutely possible that as we review and assess each job profile that in order to comply with the respective regulations, we may need to assign an FLSA status or job family that differs, that is different than what the employee currently has, so there will be employees who may be switching from exempt to non-exempt.

Or vice versa, and as well from unclassified to classified and, and vice versa.

Okay, um, when will the new pay ranges go into effect for current employees?

The new pay ranges will go into effect when Career Roadmap goes live in the fall of 2022?

But, will there be any impacts to pay before then, like, around merit processes, and then talk about that a little bit. Yeah, so, so I would say, not, not directly related.

The new pay ranges will be available during the merit process this coming year.

But, but they won't actually be live, per se, but they can, you know, definitely for the employees who are going to be below their respective Career Roadmap. pay range minimums, we want to, we want to use those pay ranges, as you know, information to try to bring those employees closer to their respective pay range minimums during the merit process.

And how often do you expect to pay ranges to be updated?

As I indicated earlier, Compensation would be doing an annual review of the pay ranges and, and maybe making adjustments where appropriate, if the market has moved in relationship to that particular job profile.

So, I would say on an annual basis, we're going to do a review that may or may not result in adjustments to the pay range itself.

Okay.

And I know we're getting close on time, but I did see a lot of questions come through related to geographic differentials.

And so I just want to try and squeeze in a couple of those.

How do geographic differentials apply to remote workers?

Yes.

Great question. So, so the geographical differences, only apply to employees, when there is a business reason for the employee to work in that location.

So, so, as we speak, I'm sitting in my you know Sunbury Ohio office working remotely. That's my choice to work from here. So the geographic difference for Delaware County would not apply to me because that is my personal choice.

It's not a business requirement for me to be working from, from this location. So when it when it's a business reason, then the geographic difference may apply.

But otherwise, for those of us who are personally making elections to work somewhere else, it will not be applicable. So if somebody who lives in a place with a higher cost of living like, you know, Chicago or something, it might not automatically apply to them? That's correct. It might not automatically apply to them.

Thank you. All right, so, um, I, we've got a few more questions but maybe we can hit some of those in the next final Q and A segment, if you want to move on.

Sure.

Alright, so I want to share the resources and our next steps.

So we have a number of resources and tools that we are making available.

We have the Career Roadmap website.

A lot of information is available on the Career Roadmap website, including our frequently asked questions.

So, questions that have been coming in over the last, you know, year, two years, we have been accumulating and trying to post those answers on our website. So please look at those frequently asked questions on the website. I think a lot of the questions you're asking might be answered under our FAQs.

We also have a brand new employee review page. The employee review page is going to really help you understand or start to understand what the employee review process is going to look like.

There is a mini process flow on there with the different letters and communications that you might be seen throughout the employee review process.

A lot of the resources are linked to the employee review page, including the career band and level guide. The Three Three job catalog options that Kalkidan described earlier, so please check that out. I think we've got a lot of good information there for you. We also have a number of short learning videos.

One is the Fair Labor Standards Act and job families so if you have some interest in learning more about that.

We've got your four additional short learning videos that you can just take, you know they're all 15 minutes or less. So, quick, quick things are available for you to learn some additional information.

We also have a pay range details so what we've taken is each Career Roadmap job profile, and we have attached to it. The pay grade, and the pay range details, specifically the pay range minimum, the midpoint and the maximum.

So, there's a link to that level of detail on our website. So, please, a lot of good resources here for you to use and start really getting yourself informed about Career Roadmap, and about the upcoming employee review process.

Alright, So some next steps for you.

Really to familiarize yourself with the Career Roadmap framework, the job catalog, career band and level guide.

So spend some time if you can, in the next couple weeks really reviewing those resources.

Find and review your current position description in Workday.

Sign up for the next training on the employee review process, those trainings are going to be February 22, or 24th, and there will be an email coming out on Monday, that will include the, the recording from this training this week, and then also the registration to sign up for the next training.

Review the employee review period web page to prep for that next training and check in with your manager about your position mapping discussion after February 14, as we really are asking all managers to have a conversation with each of their direct reports about mapping between February 14, and March 7.

So, you should be hearing from your manager about scheduling, some time to talk about your individual position mapping.

So that brings us up to our last question and answer section so Christine I think we can open it up to questions from any of the previous sections. Sure, although most of them are on this this last section.

So I want to try and catch up on some of those.

First off, will pay be decreased by Career Roadmap?

Pay will not be decreased by Career Roadmap.

Thank you, um, do colleges have a deadline for making sure employees are within the range, at the range minimum?

Um, There's not a specific deadline for colleges in units to bring employees up to the pay range minimums, we are encouraging them to, to try to get as many employees, up to the pay range minimums through this coming merit process.

But there may be some situations, particularly employees who are funded by sponsored grants or some situations like that, where that may not be completely possible in this coming merit process but we are asking colleges and units to do that as soon as, as they possibly can.

Before the Career Roadmap go live. A couple of questions about the lump sum merit, so if someone is above the pay range minimum you mentioned they would they may be eligible for a lump sum merit increases. What are the retirement implications for that? Is that included in retirement?

Yes. So, so the lump sum merit payment will be subject to retirement contributions so we would withhold the retirement contribution from that and report that to the Retirement System.

When it comes to an individual's detailed retirement eligibility on what counts towards the, you know, highest average, you know, years and that sort of thing I would suggest that, that those conversations be held with the respective Retirement System to make sure that you know exactly what those impacts would be.

Thanks, and then for those individuals who are above the range um, you said that they may be eligible for lump sum merit, who decides if they are?

Yeah, so, really the merit, merit increases are should be tied to performance and your performance reviews.

So, you know somebody who is, you know, a low performer, perhaps, and is above the, you know, pay range maximum you know the, the unit may, you know, not give an increase at all to somebody who's a low performer. So, I can't guarantee on a, you know, case by case basis that everybody's going to be eligible for a merit increase because it is a performance based.

Is there a way for an employee to move to a different pay grade, while staying in the same position?

So I think Laura touched upon this in her section earlier that there are situations where you know if the if the position changes the position duties and responsibilities changes.

It could warrant reclassification of that position, and in reclassifying the position.

Most likely would move to a different job profile, title, and that title would then most likely be in a different salary grade pay or pay grade.

Thanks.

Why do some salary bands, go below the university's $15 per hour minimum wage?

Yes Kalkidan, I'm going to call upon you to try to answer this question please. Sure.

So the, I'll start off by saying the salary structure should really be representing the external market.

And it covers all plausible pay the from the minimum to the maximum, right, the raise to 15 is an internal Ohio State policy or what's been implemented internally.

So we want our salary structures to represent what's happening externally, of course we will continue to abide by the minimum $15 an hour, but the salary structure should be representing the external market and any policy that applies to an internal institution or organization should be tied into salary administration. So hopefully that addresses the question.

Thank you.

Thanks so well, I just want to close out the final Q and A by thanking everyone who submitted questions in advance, as well as all of you who are on the call today asking some of these really good questions.

We do have a lot of these covered in our FAQ page on the website, and we continue to update them as we receive these questions. So thank you so much.

And Joyce so I'll turn it over to you.

Okay, great. So, as Christine said a lot of great questions coming in today and all the questions you submitted with registration. So, please, you know, check our frequently asked questions, if we weren't able to answer your question, during the session today. But you could also reach out to your manager and ask questions, certainly would encourage you to do that.

Your unit HR partner is also a good resource. We have a directory of all the HR partners by college unit so please check that out.