THE OHIO STATE UNIVERSITY

HUMAN RESOURCES

Career Roadmap

Employee Review

February 22 and 24, 2022

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Today's Objective

Equip employees with Career Roadmap information related to the employee review period and ensure employees are ready for the process

1 Career Roadmap Recap

2 Employee Review Overview

3 Preparing for Your Employee Review

4 Employee Review Details

5 Resources and Next Steps

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Career Roadmap Recap

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

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

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

Risk Mitigation
- Improved FLSA and Classified Civil Service compliance
- Meaningful, proactive pay equity analysis
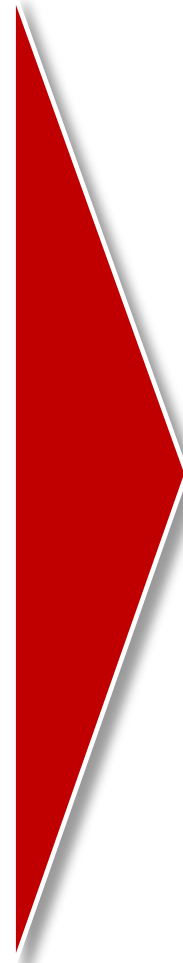
Career Framework

Job Catalog

Salary Structure

Compensation Policy

Annual Review Process

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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				

*Limited Roles

Career Framework

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

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 Roadmap Work Dimensions

Profile	Summary statement of the career level providing important context
Knowledge	Knowledge of work and industry practices to successfully perform
Complexity	Degree of difficulty and scope required by the position

Staff Employees

| Autonomy | Level of supervision provided and interaction with leaders |

- OR -

Managers

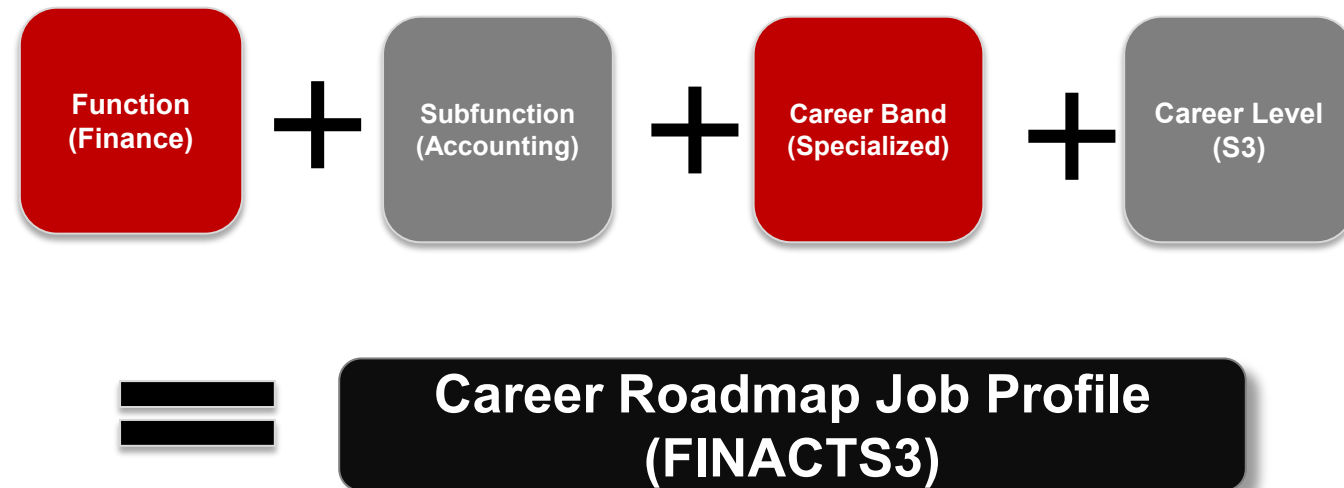| Impact | Degree of impact position has on the organization |

| Interaction | Degree of interactions with and influence on stakeholders |

| Education & Experience | Education and experience typically required to be successful in position |

Each job profile has several standards as seen below on the right. All employees in the same job profile will share these standards

Function
(Finance)

+

Subfunction
(Accounting)

+

Career Band
(Specialized)

+

Career Level
(S3)

=

**Career Roadmap Job Profile
(FINACTS3)**

Position Title, Current State

Senior Accountant

Standards

1. **Job Profile Name:** Accountant 3

2. **Working Title:** Senior Accountant

3. **Pay Grade:** A20

4. **Pay Range*:** $62,700 - 83,600 - $104,500

5. **FLSA:** Exempt

6. **Job Family Status:** Unclassified

* Pay range may vary based on location of job

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During the first employee training we shared…

- Career Roadmap basics such as the framework, Career Band and Level Guide, and the Job Catalog

- How to evaluate current positions mapped to the newly established framework

- Job profile standards: Job Profile Name, Working title, pay grade, pay range, and regulatory compliance (FLSA + Job Family)

- Available tools and resources

- Questions

Q&A session from Training 1 resulted in ~850 questions. Top themes shown below

Career Roadmap Top Questions

- CAREER BAND & LEVEL — 38
- CAREER PATH & MOBILITY — 37
- EDUCATION DIMENSION — 35
- PAY GRADE/RANGES — 49

■ Total

Resources

FAQs https://hr.osu.edu/career-roadmap/faq/

Learning Videos https://hr.osu.edu/career-roadmap/resources/
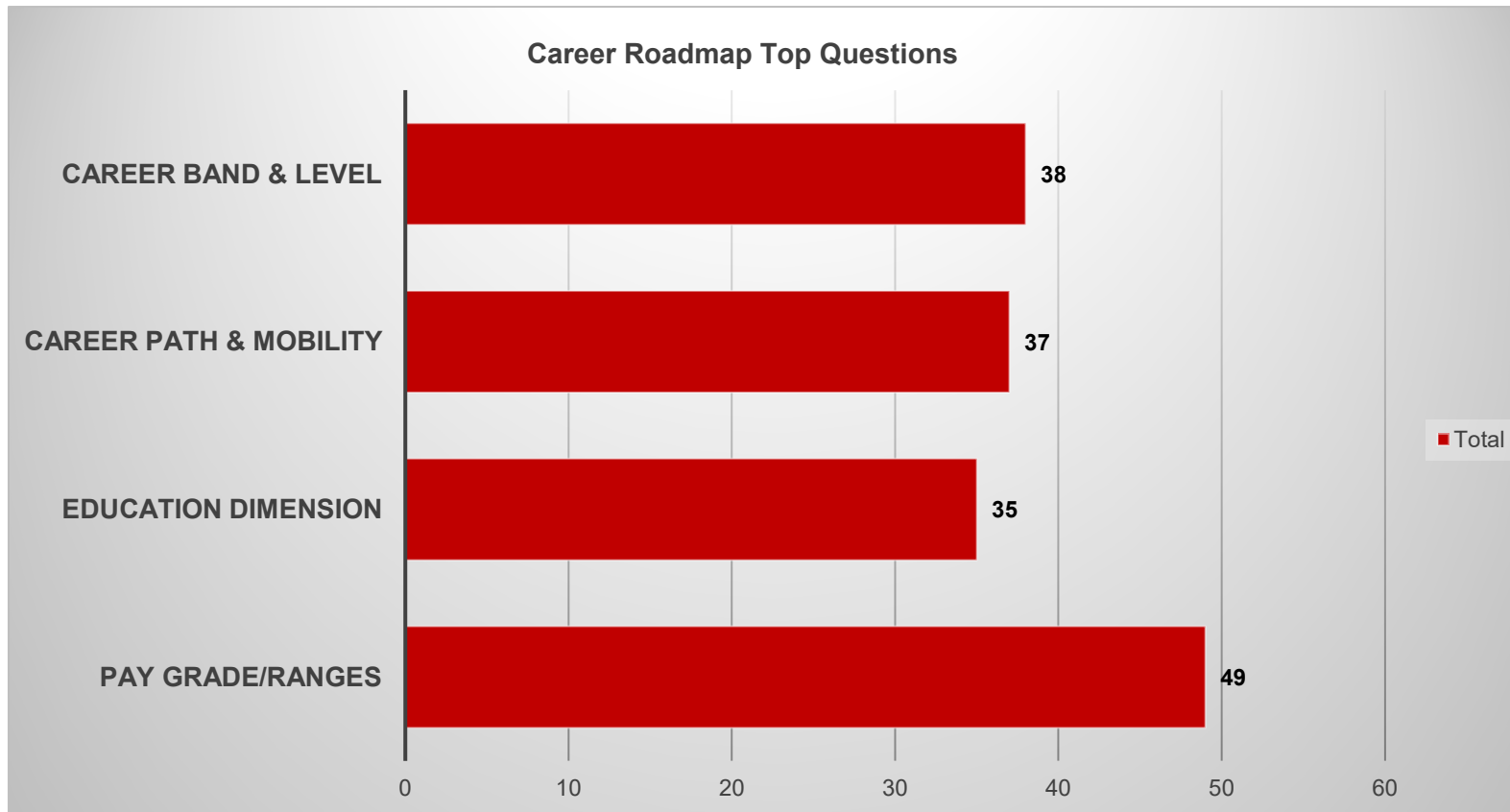
Leveraging the framework for career planning

Career Band & Level

- The duties in the position description determine the appropriate band and level.

- Not all levels are available within a given subfunction.

- Technical vs. Specialized jobs

- Skipping levels and switching between bands

Career Path & Mobility

- As the employee who holds the position gains the experience within a position, they can progress in two ways. 1) apply to an available position with a higher band/level 2) the position has evolved over time and in-seat promotion occurs.

- Career Progression doesn't only take place within one subfunction. Leverage the entire job catalog.

- When is it time to progress to the next level?

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Leveraging the framework for career planning

Education Dimension

- The band and level is based on several dimensions. Education and experience are two components used to determine the right band and level.

- The education and experience dimension states "typical." We are considering years of experience as a substitute for education for certain jobs.

- Education level of employee is higher than what is expected for the position.

Pay Grade/Ranges

- The pay range provides guidance for base salary not including allowance, shift differentials, or total pay.

- Pay grade and range is assigned at the job profile level. All employees in the same job profile will have the same grade.

- Why do the same levels (i.e., S2) in different subfunctions have different grades/ranges?

- What determines where an employee's pay should be within the range?

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Q&A

Employee Review Overview

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Winter 2022	Spring 2022	Summer 2022	Fall 2022

Employee Training

Employee Review Phase

Live in Workday

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Employee Review Process

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

Receive Acknowledgement Letter 3/8

Accept your mapping?

YES

Select "Agree" in Acknowledgement Letter by 3/22

NO

Select "Disagree" in Acknowledgement Letter by 3/22

Submit Position Review Form by 4/13

Receive Results Letter 7/26

Receive Job Profile Assignment Letter 7/29
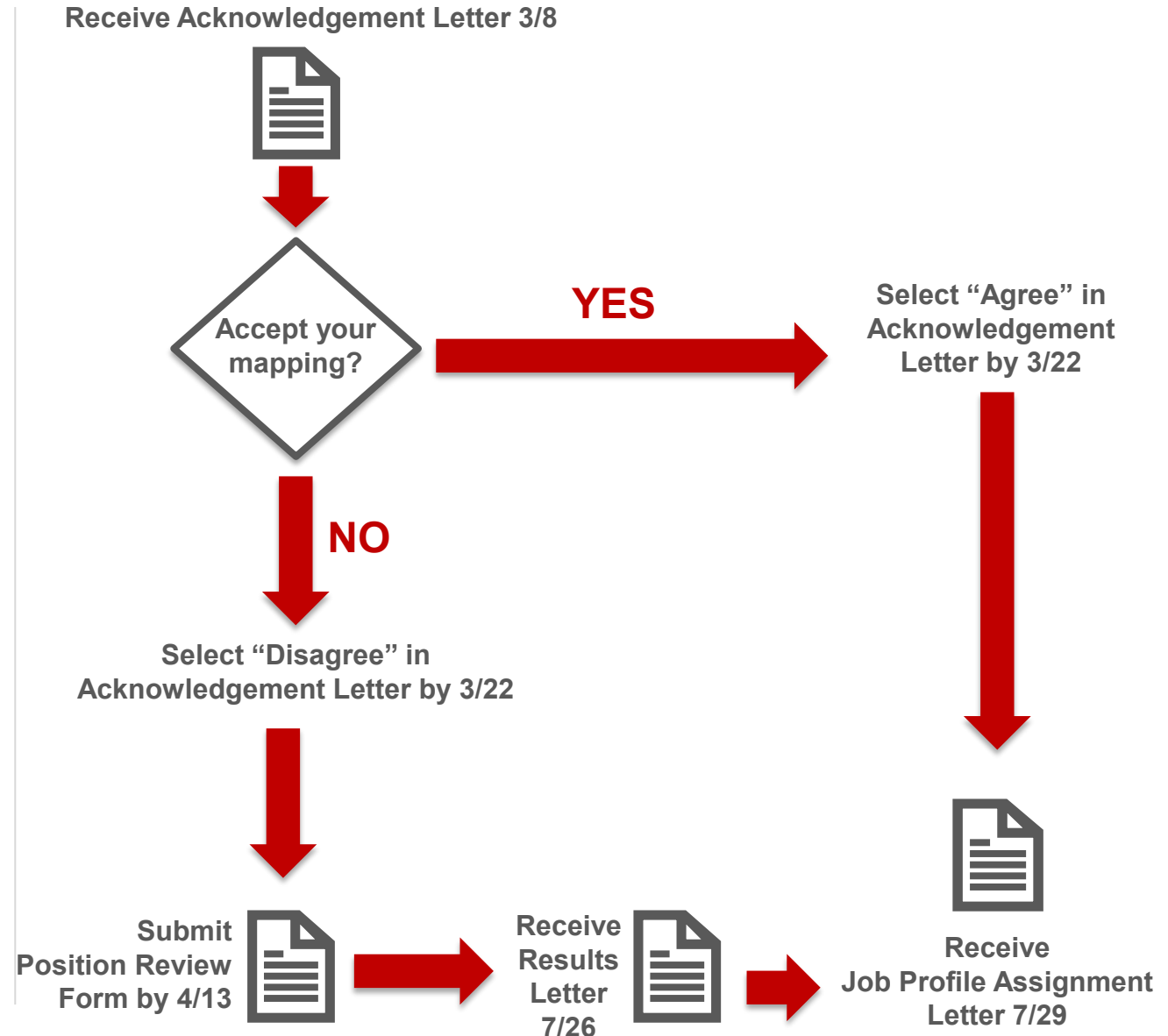
Employee Review Overview

Notify Employee
5 Weeks
Feb 14 – Mar 22

Manager
Conduct notification meetings
by Mar 7

Compensation
Send Acknowledgement letter **via DocuSign** **on Mar 8** (not all employees will receive at exact time)

Employee
Review your Career Roadmap information Acknowledgement letter **via DocuSign**

Review Career Roadmap tools and decide if you're OK or if a further review of the function, subfunction, career band or career level is needed.

Click agree or disagree and submit the Acknowledgement letter **via DocuSign** **by Mar 22**

Conduct Position Review
14 Weeks
Mar 25 – June 30

Compensation
Send Position Review form **via DocuSign** to employee **within 2-3 business days**

Employee
Complete the Position Review form and submit **via DocuSign**. **by April 13**

Manager
Review position submission and complete the Manager section **via DocuSign**. **by April 27**

HRBP
Review position submission, and complete HR section **via DocuSign**. **by May 11**

Compensation
Review position submission and previous notes, assign result, and prepare all results **by Jun 30**

Notify Employee of Position Review Result
2.5 Weeks
Jul 8 – Jul 26

Manager
Schedule and conduct result conversation with employee
by Jul 22

Compensation
Send results letter **via DocuSign** **on Jul 26**

Employee
Review results letter **via DocuSign** **on Jul 26**

Assign Employee
2 Weeks
Jul 29– Aug 12

Compensation
Send Job Profile Assignment letter **via DocuSign** **on July 29**

Employee
Receive and sign Job Profile Assignment letter **via DocuSign** **by Aug 12**

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

Acknowledgement Letter

Provide you with the function, subfunction, career band and career level that your position has been mapped to

Position Review Form

For those who disagree, the way in which you would suggest a change to your Career Roadmap function, subfunction, career band, and/or career level

Results Letter

For those who submitted a position review form, provide you with the result of the thorough position review

Job Profile Assignment Letter

Informs you of the Career Roadmap classification that will go live in Workday

Q&A

Preparing for

Your Employee Review

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Preparing for the Employee Review Period: Prior to receiving the Acknowledgment Letter via DocuSign, you can begin to prepare for the employee review period by completing the following steps:

- Ensure you have a clear understanding of the Career Framework and the tools available. Watch recording of past training and review other available resources including the [Employee Review Guide](#)

- Review your position description in Workday. **How to access your PD:** In Workday (desktop recommended), click the cloud icon in the upper right then select View Profile > Job > Jobs Tab > Position link

- Have a conversation with your manager about your position mapping and understand the thought process behind your position mapping.

- Ask questions

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Step 1: Function – the function description should match approximately 70% of the primary duties in your current position description.

Position Description for Videographer

Responsible for capturing events for historical archives and produce photographic and video materials for current projects, events, presentations, and publications.

Produce video and product photography for advertising campaigns and public relations projects to engage students, staff and alumni

Initiate content production meetings for new projects to gather and propose ideas and topics for video.

Provide support to unit for its communication and marketing goals

Collaborates in the content development and message strategy.

Utilize video script writing fundamentals coordinate photo and video needs with editors, graphic artists, designers, and printers.

Sets up shoot including lighting sound and other technical details, performs non-linear editing, for multi-media formats including web and other digital distribution medium.

Instruct, guide, and supervise student video production interns and work-study students on location.

Function Description

Marketing and Communications is responsible for communications and marketing strategy and management, **partnering with colleges and business units** to provide creative solutions and consultation in the **effective execution of marketing and communications initiatives for stakeholders including current and potential students, patients, employees, media and others.**

Resource available for this step:
Online Job Catalog - apps.hr.osu.edu/career-roadmap-job-catalog/

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Step 2: Subfunction – the subfunction description should match the primary duties in your current position description.

Position Description for Videographer

Responsible for capturing events for historical archives and produce photographic and video materials for current projects, events, presentations, and publications.

Produce video and product photography for advertising campaigns and public relations projects to engage students, staff and alumni

Initiate content production meetings for new projects to gather and propose ideas and topics for video.

Provide support to unit for its communication and marketing goals
Collaborates in the content development and message strategy.
Utilize video script writing fundamentals coordinate photo and video needs with editors, graphic artists, designers, and printers.

Sets up shoot including lighting sound and other technical details, performs non-linear editing, for multi-media formats including web and other digital distribution medium.

Instruct, guide, and supervise student video production interns and work-study students on location.

Subfunction Description

Videography creates and **produces videos** for use in marketing and communications campaigns.
Responsible for pre-production activities, including developing key message points and storyboarding, script development. May **produce and direct the videography, including equipment, lighting, sound and staging.** Performs post-production activities such as **editing,** mastering and publication to desired media.

Resource available for this step:
Online Job Catalog - apps.hr.osu.edu/career-roadmap-job-catalog/

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Step 3: Career Band - there are 4 career bands – technical, clinical, specialized and managerial. Positions in the technical, clinical and specialized bands are individual contributors, while the managerial band are people leaders.

Position Description for Videographer

Responsible for capturing events for historical archives and produce photographic and video materials for current projects, events, presentations, and publications.

Produce video and product photography for advertising campaigns and public relations projects to engage students, staff and alumni

Initiate content production meetings for new projects to gather and propose ideas and topics for video.

Provide support to unit for its communication and marketing goals
Collaborate in the content development and message strategy.

Utilize video script writing fundamentals coordinate photo and video needs with editors, graphic artists, designers, and printers.

Sets up shoot including lighting sound and other technical details, performs non-linear editing, for multi-media formats including web and other digital distribution medium.

Instruct, guide, and supervise student video production interns and work-study students on location.

Career Band Description

Individual Contributor – Specialized Band: 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

Resources available for this step:
Online Job Catalog - apps.hr.osu.edu/career-roadmap-job-catalog/
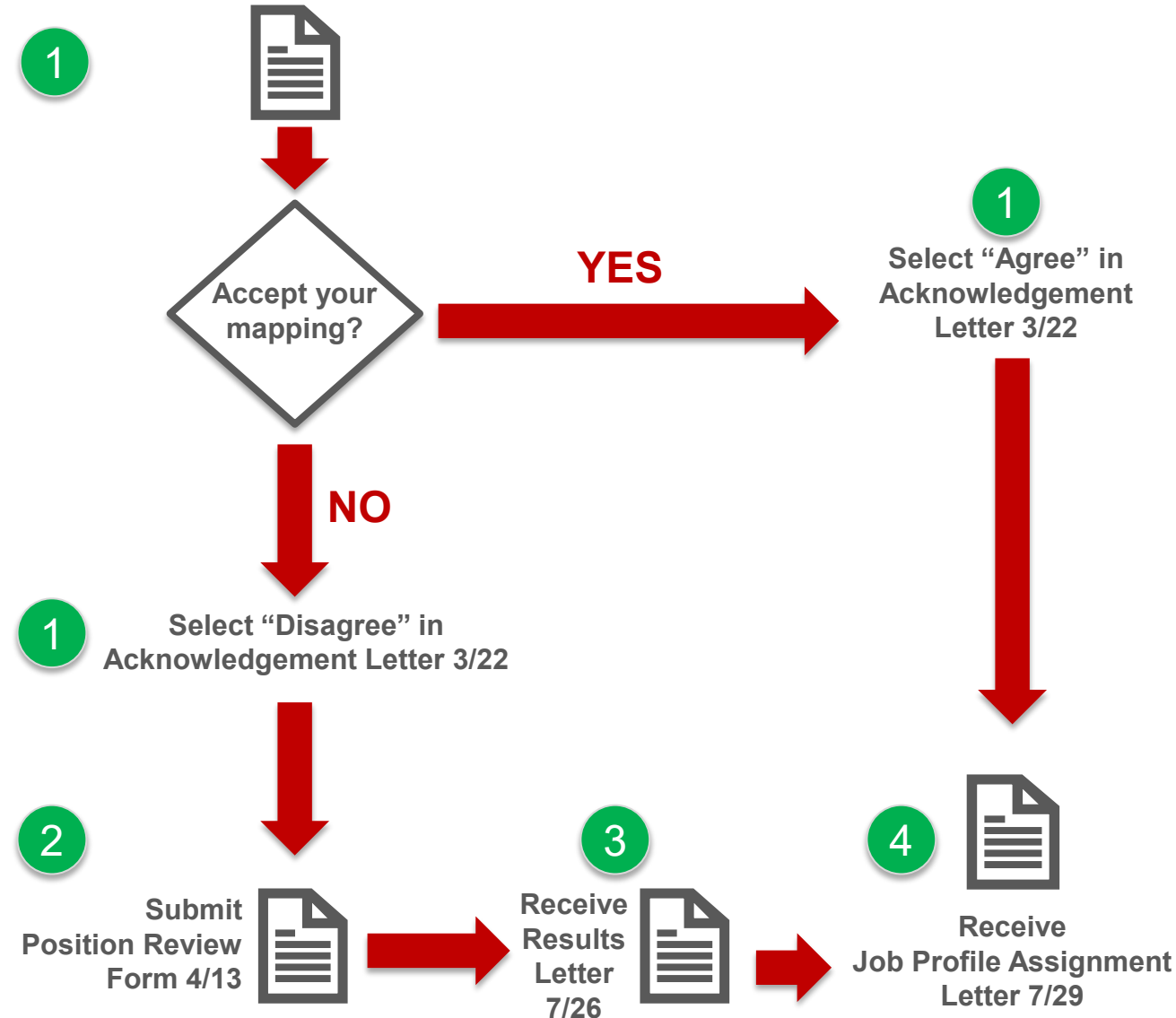Career Band and Level Guide - hr.osu.edu/wp-content/uploads/career-band-and-level-guide.xlsx

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Step 4: Career Level - assess whether the assigned career level matches the job dimensions (profile, knowledge, complexity and interaction) required for the position.

Position Description for Videographer

Responsible for capturing events for historical archives and produce photographic and video materials for current projects, events, presentations, and publications.

Produce video and product photography for advertising campaigns and public relations projects to engage students, staff and alumni

Initiate content production meetings for new projects to gather and propose ideas and topics for video.

Provide support to unit for its communication and marketing goals

Collaborates in the content development and message strategy.

Utilize video script writing fundamentals, coordinate photo and video needs with editors, graphic artists, designers, and printers.

Sets up shoot including lighting sound and other technical details, **performs non-linear editing**, for multi-media formats including web and other digital distribution medium.

Instruct, guide and supervise student video production interns and work-study students on location.

Career Level Description

S3: Fully experienced professional. Typically, the most prevalent job level within Career Band. **May serve as informal resource for less experienced colleagues**. Applies industry knowledge and a **thorough understanding of concepts, principles, and technical capabilities** to perform tasks and projects. **Works on complex projects of large scope**; may refer to precedents and defined parameters. Completes routine work independently; receives general guidance on new projects. Work reviewed for purpose of meeting objectives. Exchanges information on sensitive matters. Works to build consensus.

Resources available for this step:
Online Job Catalog - apps.hr.osu.edu/career-roadmap-job-catalog/
Career Band and Level Guide - hr.osu.edu/wp-content/uploads/career-band-and-level-guide.xlsx

Q&A

Employee Review Details

Receive Acknowledgement Letter 3/8

1

Accept your mapping?

YES

1

Select "Agree" in Acknowledgement Letter 3/22

NO

1

Select "Disagree" in Acknowledgement Letter 3/22

2

Submit Position Review Form 4/13

3

Receive Results Letter 7/26

4

Receive Job Profile Assignment Letter 7/29

1 Receive your acknowledgement letter on **March 8**

Select agree or disagree, sign and click on the Finish button by **March 22**

2 Complete employee section of the Position Review form. Sign and click on the Finish button by **April 13**

3 Have conversation with manager to understand result

Receive your result review letter on **July 26**

4 Receive your job profile assignment letter on **July 29.** Sign and click on the Finish button by **August 12**

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1 Acknowledgement Letter Purpose

Provides you with the assigned Career Roadmap details. Allows you to agree or disagree with your assigned function, subfunction, career band and career level.

The letter will include the information below. The Career Roadmap standards below are available for informational purposes only.

Current Information	Career Roadmap Details	Career Roadmap Standards
Job Profile	Function	Job Code
Working Title	Subfunction	Job Profile
FLSA status	Career Band	Pay Grade and Pay Range
Job Family	Career Level	Working Title
Pay Frequency		FLSA status
		Job Family
		Pay Frequency

Mar	Apr	May	Jun	Jul	Aug

3/8
Distribute Letter

3/22
Must select "I agree" or "I disagree"

7/29
If agree, next DocuSign communication sent

DocuSign/Other Details

- DocuSign reminders to be sent via email every 3 days until the "I agree" or "I disagree" + sign and finish action has been completed.

- The Acknowledgement letter contains a link to the Employee Review page. When you click this link, you will see this message and will need to click on the Continue button.

External Link Warning

This link opens a new window and goes to an external website that is not part of DocuSign. To proceed, select CONTINUE.

CONTINUE   CANCEL

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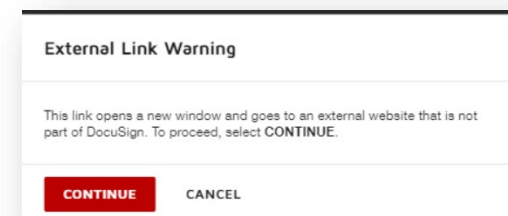
② Position Review Form Purpose

For you to provide additional information describing a suggested change to your assigned function, subfunction, career band and/or career level. Only employees who disagreed with their position mapping on the Acknowledgement letter will receive the Position Review Form.

There are three sections of the form – one for you, one for your manager and one for the HR partner.

Your section contains six parts – summary statement, discipline, responsibilities, autonomy/interaction, and additional information

The form will display the information listed below

Career Roadmap Details
Function
Subfunction
Career Band
Career Level

Mar	Apr	May	Jun	Jul	Aug

4/13
Employee must complete, sign and click Finish

4/27
Manager must complete, sign and click Finish

5/11
HR must complete, sign and click Finish
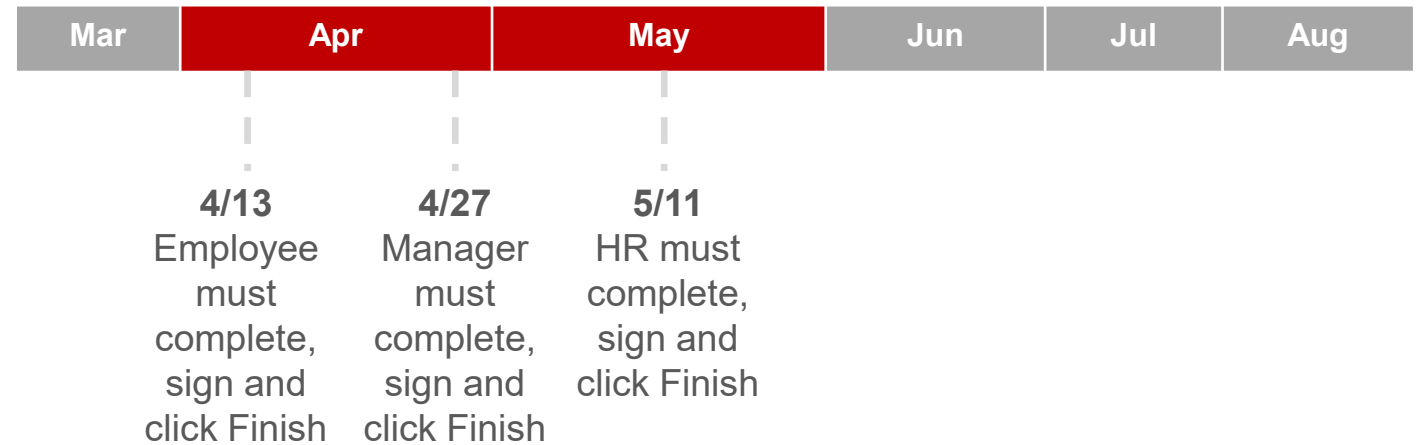
DocuSign/Other Details

- To be sent 2-3 business days after employee selects "I disagree" on the Acknowledgement letter.

- Leverage the Career Band and Level Guide.

- Provide context in addition to what is mentioned in your position description

- Your manager, HR and Compensation will be able to see all of the information you provided. You will also be able to see all of the information entered by your manager and HR.

- Compensation will read EVERY complete form that is submitted.

- DocuSign reminders to be sent via email every 3 days until this form has been completed.

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② Position Review Form Completion

1. Summary Statement

Briefly summarize your position's overarching purpose and role in no more than four sentences. Add an attachment if more space is needed.

> To coordinate and manage the initiative set forth by the program that helps the children in the state of Ohio. Partner with external agencies to support the objectives identified within the Ohio State program. Provide day-to-day administration for the program to provide recommendations for improvement. Evaluate data from various sources to inform decisions made within the program.

2. Discipline

When describing your position to other people, name the discipline you most commonly use, such as Information Technology, Health Care Administration, Finance, etc. List just one.

> Community Program Support

3. Major Position Responsibilities

List up to five primary responsibilities of your position, indicating the most important first. This is intended to provide a broad overview of the tasks that you perform on a regular basis. Please indicate what percent of time you spend on each task. The sum of column three must add to 100 percent. Please do not list any tasks that require less than 10 percent of the position's time.

Responsibilities/Task	Brief Description	Percent of Time
1. Daily Program Administration	Assist with agenda creation for meetings, partner with leadership to run the meetings, record action items and follow up.	35%
2. Communications	Create and maintain online training website for members, promotion of the program's work via various channels (e.g., social media, newsletter, community/conference presentations). Facilitate communication between Ohio State and external agencies.	25%
3. Data Analysis	Obtain data, assist program team members in gathering data from other sources, conduct data analysis, and oversee program activities.	25%
4. Reporting	Prepare the annual program report with recommendations for the improvement of the program initiative for Ohio. Communicate findings to leaders and other stakeholders.	15%
5.		
	Must add up to:	100%

Part 1 - Summary Statement

Summarize your position

Part 2 - Discipline

Name your discipline or how you describe what you do

Part 3 - Responsibilities

List responsibilities of your position, they should add up to 100%

Resources available:
Blank Position Review form: hr.osu.edu/wp-content/uploads/form-blank-position-review.docx
Example Position Review form: hr.osu.edu/wp-content/uploads/sample-employee-review-form.pdf

② **Position Review Form Completion**

Part 4 – Autonomy / Impact

- Describe the types of challenges you face
- Describe the types of decisions you make
- Describe if you manage others, how many people you manage, and the employee types of people you manage

Resources available:
Blank Position Review form: hr.osu.edu/wp-content/uploads/form-blank-position-review.docx
Example Position Review form: hr.osu.edu/wp-content/uploads/sample-employee-review-form.pdf

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2 **Position Review Form Completion Continued**

Part 5 – Interaction

- Describe your interactions with other people

Part 6 – Additional Information

- Provide any additional relevant information

Part 7 – Position Mapping

- Finally, select the function, subfunction, career band, and or career level you believe most closely aligns with your position

Resources available:
Blank Position Review form: hr.osu.edu/wp-content/uploads/form-blank-position-review.docx
Example Position Review form: hr.osu.edu/wp-content/uploads/sample-employee-review-form.pdf

③ Results Letter Purpose

Notify employees of the result of review of a submitted Position Review Form. Only employees who disagreed with their position mapping on the Acknowledgement letter and submitted the Position Review Form will receive a Results letter.

The letter includes the Career Roadmap details and standards resulting from the review. In some cases, this may be a change from the original mapping and in others, it may be the same. The Career Roadmap standards are available for informational purposes only.

Career Roadmap Details	Career Roadmap Standards
Function	Job Code
Subfunction	Job Profile
Career Band	Pay Grade and Pay Range
Career Level	Working Title
	FLSA status
	Job Family
	Pay Frequency

Mar	Apr	May	Jun	Jul	August

Mid July
Manager notified, begin to share results with you

7/26
Distribute letter
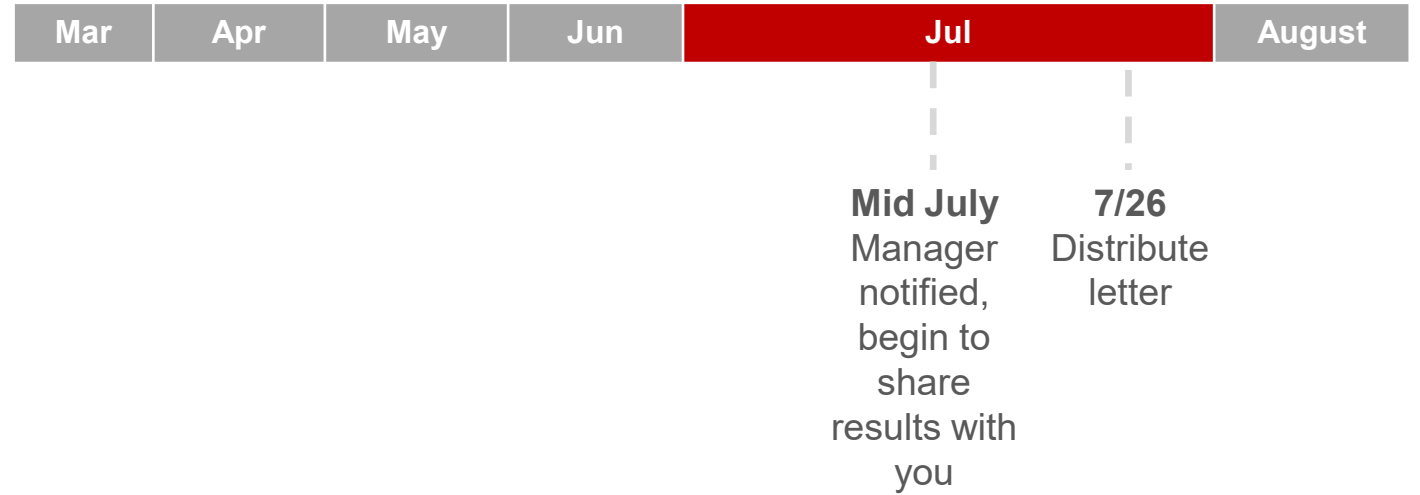
DocuSign/Other Details

- Manager will be notified mid-July and asked to share results with you
- DocuSign reminders to be sent via email every 3 days until sign and finish action has been completed.

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4 **Job Profile Assignment Letter Purpose**

Mar	Apr	May	Jun	Jul	August

7/29
Distribute letter

8/12
Must sign and Finish

Provide the final notification to all employees prior to the changes being reflected in Workday.

The form will display the information listed below

Career Roadmap Details	Career Roadmap Standards
Function	Job Code
Subfunction	Job Profile
Career Band	Pay Grade and Pay Range
Career Level	Working Title
	FLSA status
	Job Family
	Pay Frequency
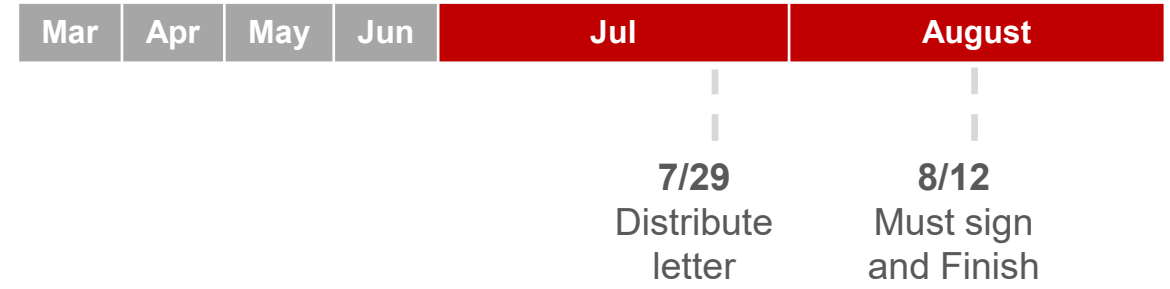
DocuSign/Other Details

- Will receive automatic DocuSign reminders via email every 3 days until action has been completed

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Q&A

Resources and Next Steps

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Employee Review letters and forms…

- Will be sent through a tool called DocuSign

- Will be sent to your lastname.# email address, including Wexner Medical Center employees

- The subject of the email will reference Career Roadmap

- From HR Career Roadmap with an email address of dse@docusign.net

- If you do not receive the email, check your junk mail folder or rules that move DocuSign emails to another folder

- Click on the Review Document button to open the letter or form

- You will need to log in with your university username and password and may be prompted to use BuckeyePass (Duo)

Action Steps: Career Roadmap Employee Acknowledgement Letter

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HR Career Roadmap sent you a document to review and sign.

REVIEW DOCUMENT

HR Career Roadmap
hr-careerroadmap@osu.edu

The DocuSign letter linked above includes important information about your Career Roadmap job classification and time-sensitive action steps. Please click "Review Document" to view your Career Roadmap information and select agree or disagree. Sign and click Finish to complete your action steps.

Thank you,

Career Roadmap Project Team

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- The first time you log in to DocuSign, you will be asked to allow DocuSign to know your location. Click the X to close this dialogue box. This will not prevent you from viewing the letter or form.

demo.docusign.net wants to
Know your location
Allow   Block
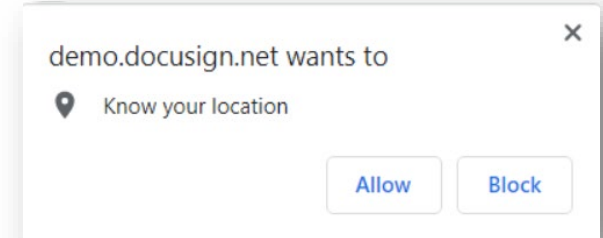
- At the top of the letter or form, you will see the following features:

Allows you to increase or decrease the font size in your own letter or form.

Allows you to download the letter or form to your computer. You can download it before you sign or afterwards. You cannot make changes to it or sign it a downloaded copy. You cannot upload it.

Allows you to print the letter or form. You can print it before you sign or afterwards.

Allows you to add Comments to the letter or form. We recommend that you do not use this feature.

Allows you to access the DocuSign help.

- To get started, click on the Continue button.

- At this time, you can now view, download, or print the letter.

- Until you Sign and click on the Finish button, you may:
  - Continue to view the letter/form as well as enter necessary information

- Once you sign and finish, you'll get a confirmation that you are done.

- Until you sign and finish, you will receive a reminder email from DocuSign every three days.

- You can use a mobile device to access the Career Roadmap letters and forms. The view and steps may be slightly different than using a desktop.

- Need help with accessibility? Contact hrcompensation@osu.edu for assistance.

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Employee Review Page

Employee Review Guide

Position Review form example

DocuSign Scenarios

Career Band and Level Guide

Online Job Catalog
Excel Job Catalog
PDF Job Catalog

Frequently Asked Questions Page

Pay Range Details

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❑ **Prepare** by reviewing the Career Roadmap framework, job catalog, and career band and level guide, Employee Review Period webpage

❑ **Schedule** time for yourself to complete this process

❑ **Find** and **review** your current position description in Workday. How to access your PD in Workday (desktop recommended): click the cloud icon in the upper right then select View Profile > Job > Jobs Tab > Position link
    ❑   If position description is outdated, work with your manager and HR partner to update it in Workday

❑ **Click** "I agree" or "I disagree" plus sign and click Finish on the Acknowledgement letter by March 22

❑ **Complete** the Position Review form by April 13 (if you disagree). Sample can be found on the Employee Review Period webpage

❑ A list of computing resources is available on the Employee Review webpage

❑ If you need accessibility accommodations during this process, please contact hrcompensation@osu.edu

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!