Career Roadmap
Employee Review
February 22 and 24, 2022
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

Agenda and Presentation Team

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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
### Career Framework

More information about the Career Framework can be found on the Career Roadmap website [hr.osu.edu/career-roadmap/career-framework](http://hr.osu.edu/career-roadmap/career-framework)

### Reminder

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

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
- **Autonomy**: Level of supervision provided and interaction with leaders
- **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

**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
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

Resources

FAQs [https://hr.osu.edu/career-roadmap/faq/](https://hr.osu.edu/career-roadmap/faq/)

Learning Videos [https://hr.osu.edu/career-roadmap/resources/](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?
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?
Q&A
Employee Review Overview
<table>
<thead>
<tr>
<th>Winter 2022</th>
<th>Spring 2022</th>
<th>Summer 2022</th>
<th>Fall 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Training</td>
<td>Employee Review Phase</td>
<td></td>
<td>Live in Workday</td>
</tr>
</tbody>
</table>
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

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Employee Review Overview

   - **Accept your mapping?**
     - **YES**
       - Select “Agree” in Acknowledgement Letter by 3/22
     - **NO**
       - Select “Disagree” in Acknowledgement Letter by 3/22
2. Submit Position Review Form by 4/13
3. Receive Results Letter 7/26
4. Receive Job Profile Assignment Letter 7/29
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*

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

**Position Description for Videographer**

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

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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/](apps.hr.osu.edu/career-roadmap-job-catalog/)
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.

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

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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/
Q&A
Employee Review Details
Receive your acknowledgement letter on **March 8**

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

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

Have conversation with manager to understand result

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

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

<table>
<thead>
<tr>
<th>Current Information</th>
<th>Career Roadmap Details</th>
<th>Career Roadmap Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Profile</td>
<td>Function</td>
<td>Job Code</td>
</tr>
<tr>
<td>Working Title</td>
<td>Subfunction</td>
<td>Job Profile</td>
</tr>
<tr>
<td>FLSA status</td>
<td>Career Band</td>
<td>Pay Grade and Pay Range</td>
</tr>
<tr>
<td>Job Family</td>
<td>Career Level</td>
<td>Working Title</td>
</tr>
<tr>
<td>Pay Frequency</td>
<td>FLSA status</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Job Family</td>
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<tr>
<td></td>
<td></td>
<td>Pay Frequency</td>
</tr>
</tbody>
</table>

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.
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

<table>
<thead>
<tr>
<th>Career Roadmap Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Function</td>
</tr>
<tr>
<td>Subfunction</td>
</tr>
<tr>
<td>Career Band</td>
</tr>
<tr>
<td>Career Level</td>
</tr>
</tbody>
</table>

- 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.
Position Review Form Completion

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:
4. Autonomy / Impact

Describe the challenges you face in your position and how you solve them. What is the most unique challenge you have encountered within the last year and how did you solve it?

• 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:
Position Review Form Completion Continued

5. Interaction
Describe your interactions with reports, peers, managers or external contacts. What type of information is exchanged, how often and in what setting(s)?

My interactions include collaboration with program leadership to facilitate meetings, create an agenda, inform on follow-up action items, and schedule program update calls. I work with peers to perform identified tasks and often interact with external contacts to communicate program activities.

6. Additional Information
Please include any additional information you feel would be relevant for the mapping of your position.

In addition to my duties outlined above, I participate in different networking groups that are comprised of individuals who participate in a similar initiative at other institutions. The information that is obtained from this helps inform the program on best practices. Also, I participated in a short-term project as a contributed resource in the MLK Jr. Day of Service representing my program initiative.

Position Mapping
To complete this section, you will want to review the list of functions and subfunctions in the Ohio State Job Catalog and Job Code Table located at hr.osu.edu/career-roadmap/career-asknow. Using the information provided in the link, choose the function, subfunction, band, and level that you believe most closely aligns with this position. You must use exact letters/numbers from the job catalog to populate the Job Code below. Errors in the information populated may result in a delay in the review process.

<table>
<thead>
<tr>
<th>Classification Components</th>
<th>Original Classification:</th>
<th>Employee Suggested Classification:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Function</td>
<td>Business Planning &amp; Operations</td>
<td>Business Planning &amp; Operations</td>
</tr>
<tr>
<td>Subfunction</td>
<td>Community Outreach</td>
<td>Community Outreach</td>
</tr>
<tr>
<td>Band</td>
<td>Specialized</td>
<td>Specialized</td>
</tr>
<tr>
<td>Level</td>
<td>S1</td>
<td>S2</td>
</tr>
<tr>
<td>Job Code</td>
<td>BPOCOM$1</td>
<td>BPOCOM$2</td>
</tr>
</tbody>
</table>

Resources available:

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
**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

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<tr>
<td>Job Family</td>
<td>Pay Frequency</td>
</tr>
</tbody>
</table>

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

The form will display the information listed below:

<table>
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<td></td>
<td>Pay Frequency</td>
</tr>
</tbody>
</table>

### DocuSign/Other Details

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

<table>
<thead>
<tr>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>August</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7/29</td>
<td>Distribute letter</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8/12</td>
<td>Must sign and Finish</td>
</tr>
</tbody>
</table>
Q&A
Resources and Next Steps
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)
• 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.

• 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.
Resources and Next Steps

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
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!