Today’s Objective
Equip Managers with Career Roadmap information and tools related to delivering position review results via a focused conversation to those employees that have entered the position review process.

1. Career Roadmap Recap and Timeline
2. Employee Review Result Phase
3. Manager Role and Checklist
4. Tools and Next Steps

Agenda and Presentation Team
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Career Roadmap Recap and Timeline
Over the last 10 months the university community prepared for and conducted the employee review process. Concepts discussed throughout this time include...

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

- Impacts of regulatory compliance: Fair Labor Standards Act (FLSA) and Classified Civil Service (CCS)

- Market pricing, salary structure and geographic differences

- Position mapping and related tools (Manager position mapping review period – December 2021)

- Employee review process: your role, related tools, how to guide employees; employees' role, related tools and actions. The employee could submit information for a review if they disagreed with the information in the initial letter. Managers would then submit information followed by HR partners. HR Compensation decides on the result.
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

More information about the Career Framework can be found on the Career Roadmap website [https://hr.osu.edu/career-roadmap/career-framework/](https://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 majority of work is accomplished through other people.
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<thead>
<tr>
<th><strong>Aug</strong></th>
<th><strong>Sep</strong></th>
<th><strong>Oct</strong></th>
<th><strong>Nov</strong></th>
<th><strong>Future</strong></th>
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| **August 22** | **Mid-September** | **Late September** | **October 4** | **November 1**
| Position review results communicated to PR employees | Job profile assignment communicated to all in scope employees; learning content | Pay advance details sent to eligible employees | Senior Management Council (SMC) endorsement of policy | Go-live effective date for monthly paid employees Job profiles are activated in Workday |
| **November 6** | **Future** | | | |
| Go-live effective date for bi-weekly paid employees and employees changing pay frequency | | | | |

**Key Actions**

- Continuing training and education to adopt CR practices for visible career paths and pay
- Units begin to articulate talent goals, objectives and development within context of CR Framework
- Evaluate employee’s position in pay range; determine phased approach to align pay with performance using pay range quartiles
- Fully adopt CR framework as common business language
- Annual review of benchmarking, salary structure and pay grades
<table>
<thead>
<tr>
<th>Week of August 1</th>
<th>Week of August 8</th>
<th>Week of August 15</th>
<th>Week of August 22</th>
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<tbody>
<tr>
<td>1 2 3 4 5 8 9 10 11 12 15 16 17 18 19 22 23 24 25 26</td>
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</tbody>
</table>

8/2 & 8/3 Attend PRF manager training (2 live sessions)

8/4 Email to PRF managers - next steps and recorded training link

8/5-8/19 Managers prepare themselves for and conduct conversations

8/11 Email to PRF employees - next steps and check in with your manager soon

8/16 Email to PRF managers - next steps and reminder conduct conversations by 8/19

8/19 All results conversations are completed

8/22 Position review results communicated (via DocuSign and targeted email) to PRF employees
Employee Review Results
The employee review process conducted this spring and summer was the opportunity for all in-scope staff to:

- See where their position was mapped in the Career Roadmap framework
- Agree or suggest a change to the function, subfunction, career band, and/or career level by providing additional information via the position review form

The position review form included the employee’s feedback, your feedback, and your HR partner’s feedback. After all parties completed the form, HR Compensation performed a multi-tier review of each position review form that was completed and submitted. This approach ensured several HR Compensation team members reviewed each form with an objective perspective.

Numbers for context:
Approximately 2,650 employees who disagreed with their mapping and submitted a position review form will receive a results letter on August 22.

Before the results letter is received via DocuSign, approximately 1,300 managers (out of 4,600) should reach out to their employees to share results via a conversation.

Over half of the 1,300 managers will have to conduct 1 conversation and the majority of the rest will have to conduct 2 or 3 conversations.

13% of the time the result is what the employee suggested. 31% of the time the result is what the manager suggested.
The employee will receive these letters in order during the employee review process via DocuSign….

- **Acknowledgement Letter**
  - Send on March 8
  - ALL in scope employees
  - 3 pages
  - Current information: job profile, working title, FLSA, job family (CCS, AP, SAP), pay frequency
  - CR information: same as above + function, subfunction, band, level, job code, pay grade, pay range (min, mid, max)
  - Next steps e.g., review your classification, review tools, agree/disagree,
  - If no response, classification will automatically be updated at CR launch

- **Position Review Form**
  - Send by March 25
  - Only employees that want a review of CR classification
  - 8 pages
  - Instructions
  - Employee section: summary statement, discipline, responsibilities, autonomy, interaction, requested position mapping
  - Manager section: select a statement for knowledge, complexity, problem solving, decision making, independence, interaction, people management, education, licensure, work/management experience, and agree/disagree with mapping
  - HRBP section agree/disagree with mapping

- **Results Letter**
  - Send by August 22
  - Only employees who want a review of their position mapping
  - 2 pages
  - Results have been thoughtfully reviewed
  - Lists classification at CR launch; function, subfunction, band, level, job code, pay grade, pay range, job profile, FLSA, job family, pay frequency
  - EE signature not required

- **Job Profile Assignment Letter**
  - Send TBD September
  - ALL in scope employees
  - 4 pages
  - CR information; function, subfunction, band, level, job code, pay grade, pay range, job title, working title, FLSA, job family, effective date, pay frequency, salary (hourly or annual), full time equivalency, employee type (regular, term, temp)
  - Addendum e.g., benefits, job family, pay advance, etc.
  - EE signature required

- **Pay Advance Letter**
  - Send TBD in September
  - Only eligible employees
  - 3 pages
  - Overview
  - Disbursement
  - EE signature required
Results Letter Purpose

Notify employees of results from position review. Only employees who disagreed with their position mapping and submitted a Position Review Form will receive a Results letter (details to the right).

The letter includes Career Roadmap details, standards and the short results description as outcomes from the review (details below). 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.

<table>
<thead>
<tr>
<th>Career Roadmap Details</th>
<th>Career Roadmap Standards</th>
<th>Result of Position Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Function</td>
<td>Job Code</td>
<td>Short description of result</td>
</tr>
<tr>
<td>Subfunction</td>
<td>Pay Grade</td>
<td></td>
</tr>
<tr>
<td>Career Band</td>
<td>Pay Range</td>
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<tr>
<td>Career Level</td>
<td>Job Profile</td>
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<td></td>
<td>FLSA status</td>
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<td></td>
<td>Job Family</td>
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<td></td>
<td>Pay Frequency</td>
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</tbody>
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August

8/3
Managers trained and result accessible in PM tool

8/4–8/19
Prepare, schedule and conduct conversations with employee

8/22
Distribute letter

Other Letter Details

<table>
<thead>
<tr>
<th>Will receive a results letter</th>
<th>Will not receive a results letter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee disagreed with acknowledgement letter and submitted a complete position review form. Note: employee must be in the same position as they were when they disagreed.</td>
<td>Originally disagreed with acknowledgement letter, submitted a position review form with an explanation that the employee changed their mind and agreed with mapping</td>
</tr>
<tr>
<td>Employee selected “declined to sign” (different functionality than disagree in DocuSign) during acknowledgement letter process, CR team chose to send employee a position review form, employee submitted a complete position review form. Note: employee must be in the same position as they were when they disagreed.</td>
<td>Originally disagreed with acknowledgement letter, did not submit a position review form, the position review form was voided</td>
</tr>
<tr>
<td>Employee selected “declined to sign” (different functionality than disagree in DocuSign) during acknowledgement letter process, CR team chose to send employee a position review form, employee did not submit a position review form</td>
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</tbody>
</table>

• Short description of result will be found in position mapping tool and results letter
• A more detailed description of the result will be linked to web page
Your assigned job profile has been updated to align with your suggestion.

HR Compensation completed a thorough review of your position review form, the Career Band and Level Guide, the Ohio State job catalog and external market information. Based on these findings specific to the input you, your manager and your HR partner may have provided, HR Compensation agrees with your suggested job profile assignment.

Your mapping suggestion was not accepted because it does not align with the Career Roadmap framework.

The employee review process provided the opportunity to agree or disagree with Career Roadmap attributes of function, subfunction, career band, and career level. As a final step in the employee review process, HR Compensation completed a thorough review of the input outlined in your position review form, the Career Band and Level Guide, the Ohio State job catalog and external market information. Based on these findings, HR Compensation does not agree with your suggested job profile assignment. Your suggestion does not align with the Career Roadmap framework, such as criteria for career levels, requirements for certain career bands or specific function or subfunction descriptions. Consult the Career Band and Level Guide and the Job Catalog for detailed information about these components. For specific details about your position review decision, contact your manager or HR partner. Consistent with university policy, you have the opportunity to request a review of your position classification once every 12 months. If desired, you may request a position review in 2023.

Your mapping suggestion was not accepted because it is not consistent with the mapping of similar positions across Ohio State.

HR Compensation completed a thorough review of your position review form, the Career Band and Level Guide, the Ohio State job catalog and external market information. Based on these findings, HR Compensation does not agree with your suggested mapping. One important goal of Career Roadmap is to bring consistency to how jobs and career levels are described across the university and medical center. Your suggestion does not align with the mapping of similar positions in other areas of Ohio State. This could be due to criteria for career levels, requirements for certain career bands or specific function or subfunction descriptions. Consult the Career Band and Level Guide and Job Catalog for these standards. For specific details about your position review decision, contact your manager or HR partner. Consistent with university policy, you have the opportunity to request a review of your position classification once every 12 months. If desired, you may request a position review in 2023.
<table>
<thead>
<tr>
<th>Result</th>
<th>Definition</th>
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<tbody>
<tr>
<td>4</td>
<td>Your requested function, subfunction or level is not currently available at Ohio State. HR Compensation completed a thorough review of your position review form, the Career Band and Level Guide, the Ohio State job catalog and external market information. Based on these findings, HR Compensation does not agree with your suggested mapping. Some colleges/units may not have a current business need for the level requested by the employee. For specific details about your position review decision, contact your manager or HR partner. Consistent with university policy, you have the opportunity to request a review of your position classification once every 12 months. If desired, you may request a position review in 2023.</td>
</tr>
<tr>
<td>5</td>
<td>Your mapping suggestion was not accepted because it does not comply with federal and/or state laws. HR Compensation completed a thorough review of your position review form, the Career Band and Level Guide, the Ohio State job catalog, and external market information, including relevant federal and state laws. Based on these findings, your suggested job profile is not being accepted. Your mapping suggestion does not comply with federal, state and/or local laws or regulations. These regulations include the Fair Labor Standards Act (FLSA) and Classified Civil Service (CCS) rules. For specific details about your position review decision, contact your manager or HR partner. Consistent with university policy, you have the opportunity to request a review of your position classification once every 12 months. You may request a position review in 2023. However, it is possible relevant federal and state laws may remain unchanged over that time period.</td>
</tr>
<tr>
<td>6</td>
<td>Your mapping suggestion was not accepted because you disagreed with a job profile standard. HR Compensation completed a thorough review of your position review form and does not agree with your submission. You disagreed with a job profile standard, such as overtime eligibility, job family status (e.g., unclassified, classified), pay grade, working title or vacation accrual. The employee review process was the opportunity to agree or disagree with Career Roadmap attributes of function, subfunction, career band, and career level. For specific details about your position review decision, contact your manager or HR partner.</td>
</tr>
<tr>
<td>7</td>
<td>Your mapping suggestion was not accepted because your position review form was incomplete. After a thorough review of your position review form, HR Compensation determined that your submission was incomplete. Your assigned job profile will revert to the original mapping of this position as outlined in your acknowledgement letter. For specific details about your position review decision, contact your manager or HR partner. Consistent with university policy, you have the opportunity to request a review of your position classification once every 12 months. You may request a position review in 2023.</td>
</tr>
</tbody>
</table>
Q & A
Manager Role Checklist
The following is a checklist Managers should use to prepare for and conduct the results process

- **Prepare yourself**
  - Know and understand the employee review results process
  - Plan for and identify the types of results conversations to be held e.g., employee received their desired outcome from employee review or employee did not receive their desired outcome. Data can be found in the PM tool or look at DocuSign for specific employee submissions.
  - Identify if you need HR assistance with these conversations.
  - Know and understand the enterprise-wide communication plan, training, tools such as updated web pages, results scenarios, manager conversation guide, employee frequently asked questions, etc.
  - Understand your unit's raise to minimum approach e.g., it's complete, it's in process, timing, etc.
  - Remember to “wear your Ohio State hat.” Career Roadmap represents a comprehensive approach across the institution.
  - Begin to work through next steps with employee, if necessary, as outlined in the manager conversation guide

- **Schedule conversations**
  - Schedule conversations with the employee by August 19th

- **Ensure results are shared prior to DocuSign letters**
  - Conduct results conversation prior to DocuSign letters send date of August 22nd
  - Support employees as they have additional questions or need help with DocuSign results letters
Tools and Wrap Up
As discussed earlier in this presentation, the employee will receive a DocuSign results letter on August 22nd.

A sample results letter can be found on the Career Roadmap Employee Review web page.

Also discussed earlier in this presentation, the employee will receive the short result in their DocuSign results letter. Longer descriptions can be found on the Career Roadmap Employee Review web page.
Purpose of the **Manager Conversation Guide** is a framework for conducting the results conversation with employees. The guide includes:

- **Introduction of Career Roadmap**

- **Conducting the conversation framework** – State the purpose, provide background, share results and invite questions, share next steps

- **Understanding the results** - Includes a link to the results descriptions, responses you can use regarding job profile attributes and next steps you and the employee can take together

- **Anticipated Q&A** - Covers questions the employee may ask and includes answers you may reference in supporting them
As you prepare for your conversations, it may be helpful to log into DocuSign using your Ohio State email address (name.#@osu.edu) and review the employee's submission, your submission and your HR partner's submission.

Log in and review your “completed” files to see any position review forms that you’ve completed as part of this process. This would include your own as well as your direct reports.
You’ll find the short results reason for the employee in the **Position Mapping tool** in two places:

1. After searching, click on the pencil and view mapping history, you’ll see the result in the comment field of the Position Mapping tool.

2. After searching, click the excel option to download position mapping data. This includes the comments for the position mapping review results.
A new Implementation page has been added. This page contains useful information to help employees prepare for implementation in November:

- Pay impacts
- Managing changes to you (employee)
- Optional request for reviews after implementation
- Detailed impacts if an employee’s job family changes along with an employee checklist. Topics such as:
  - Pay frequency
  - Payroll deductions
  - Overtime eligibility
  - Benefits
  - Paid time off
  - Parking
  - Pay advance
A new **Pay Advance web page** has been added. This page contains useful information to help those employees switching FLSA status from exempt to non-exempt. Topics include:

- What is a pay advance?
- Eligibility and terms
- Examples of pay advance impacts
Additional tools that may be helpful as it relates to Fair Labor Standards Act and Job Families are the bite sized learning video and a website.

The Fair Labor Standards Act and Job Families Learning Video describes:
- What is FLSA and how it protects workers
- Determining FLSA status using salary basis and duties tests
- Ohio State and FLSA
- What is Classified Civil Service and how it protects workers
- How Ohio State assigns job family groups and job family
- When employees are non-exempt or classified civil service

Fair Labor Standards Act web page describes:
- FLSA overview
- Changing to non-exempt
- Frequently asked questions
- Glossary
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For questions, reach out to...

Unit HR Partner [https://hr.osu.edu/directory/](https://hr.osu.edu/directory/)

Compensation Team [HRCompensation@osu.edu](mailto:HRCompensation@osu.edu)

Career Roadmap Website [https://hr.osu.edu/career-roadmap/](https://hr.osu.edu/career-roadmap/)

THANK YOU FOR YOUR PARTICIPATION!