



THE OHIO STATE UNIVERSITY

HUMAN RESOURCES

Career Roadmap Basics
Updated September 2021



Our current state is not sustainable...

Internal Job Classification:

Current Structure designed in mid **1970s**

Over **2000** disconnected job classifications results in wide use of working titles and title inflation

Lack of internal equity within similar jobs across units

Market Relevancy:

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

Inconsistent market pricing causes us to under pay (**lose talent**) or overpay (**financial stewardship**)

Employee Perception:

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

73% of respondents indicated they were not confident salary ranges reflected market competitive pay

56% of respondents indicated they could not see a potential next step in their career in the current job catalog



Program Manager Job Description

To plan and manage a major continuing education or community service program, project or series

Classification Title
Program Manager

Outdated Salary Grade
\$38K - \$63K



Various Working Titles

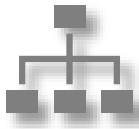
- | | |
|----------------------------------|------------------------------|
| Alumni Relations Manager | College Registrar |
| Asst Dir Recruit & Diversity Svc | Digitization Program Manager |
| Asst Dir Trust & Estate Admin | Fire Safety Manager |
| Basketball Video Manager | Insurance Administrator |

Salaries
\$41K - \$127K



Career Roadmap is a comprehensive job family model and compensation structure designed to attract and retain talent to the university

Career Roadmap will provide employees, managers and HR with:



Visible Career Paths

- Career path opportunities seen through a new Career Framework for better talent discussions



Common Language

- A common way to describe jobs and career levels across the Campus and the Medical Center



Market Relevance

- Consistent alignment of jobs to market competitive salary structures for informed decision making

Over time, Career Roadmap will help leaders better **address workforce needs** and enhance Ohio State's reputation as an employer of choice



The Career Framework:

- Provides visibility to career paths
- Groups jobs in useful ways
- Links Ohio State jobs to external benchmarks

Term	Description				
Job Function	Broad group of occupational disciplines				
Sub Function	Recognized occupational discipline				
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 Expert*	
			S6 Principal*	M4 Lead	
			S5 Expert	M3 Senior	
		C4 Lead	S4 Consultant	M2 Experienced	
		C3 Senior	S3 Senior	M1 Entry	
		C2 Experienced	S2 Experienced		
	T4 Lead	C1 Entry	S1 Entry		
	T3 Senior				
	T2 Experienced				
	T1 Entry				

*Limited Roles

The Career Band and Career Level Guides provide definition and differentiation



Below is an example of the Career Framework using the Finance Function and Accounting Subfunction.
More information about the Career Framework can be found on the Career Roadmap Website
<https://hr.osu.edu/career-roadmap/career-framework/>

Career Framework					
Job Function	Finance				
Subfunction	Accounting				
Career Band	Individual Contributor Series			People Leader Series	
	Technical	Clinical	Specialized	Managerial	Executive *
Career Level					E5 N/A
					E4 N/A
					E3 N/A
					E2 N/A
					E1 N/A
				M5 Manager 5, Accounting	
			S6 Accountant 6	M4 Manager 4, Accounting	
			S5 Accountant 5	M3 Manager 3, Accounting	
		C4 N/A	S4 Accountant 4	M2 Manager 2, Accounting	
		C3 N/A	S3 Accountant 3	M1 Manager 1, Accounting	
		C2 N/A	S2 Accountant 2		
	T4 Accounting Coordinator 4	C1 N/A	S1 Accountant 1		
	T3 Accounting Coordinator 3				
	T2 Accounting Coordinator 2				
	T1 Accounting Coordinator 1				



Job Profiles draw upon the Career Framework

Career Band Guide

Individual Contributor Series			People Leader Series	
Work is primarily achieved through individual efforts or by participation on functional or project teams			Work is primarily achieved through others with direct accountability for setting direction and deploying resources	
May coordinate, influence, or review the work of others			Responsible for leading people including conducting performance management, reviewing pay, and typically making employment decisions	
May be the primary owner/authority on a given program or process				
Technical	Clinical	Specialized	Managerial	Executive
Performs work of technical, operational, or administrative nature	Requires the application of specialized expertise within a clinical profession to achieve results	Requires the application of specialized expertise within a profession to achieve results	Accountable for business or operational processes and/or program management	Leads a significant segment of the organization (function, unit, college)
Work is performed within clearly established guidelines and procedures	Emphasizes in-depth knowledge, problem solving skills, and influencing skills	Emphasizes in-depth knowledge, project management, and influencing skills	Utilizes business acumen and industry or discipline knowledge to directly or indirectly influence others	Creates the vision and develops the strategy for the segment being led
Execution of work is dependent on guidance and decisions made by others	At more seasoned levels may lead functional or project teams or act as a working supervisor or to other clinicians	At more seasoned levels may manage one or two direct reports or cultivate relationships to produce optimal results	Manages a team of three or more individuals who deliver work product related to an expected core competency of the leadership role	Broad authority to act and commit the segment in regard to contracts, budgets, and operational objectives
At Lead level may coordinate and review day-to-day work of others	Typically requires a university degree and clinical license, certification, or training	Typically requires a university degree or equivalent work experience that provides knowledge of fundamental theories, principles, and concepts		
Typically does not require a university degree but post secondary education or training may be useful or required				

Job Catalog

Job Title

Sr Analyst, Application Development

Job Profile Code

ITSAPDS3

Function

Information Technology (ITS)

Sub-Function

Application Development (APD)

Career Band

Specialized (S)

Career Level

S3 (Level 3 Senior)

FLSA

Exempt

Grade

13, midpoint \$95,180 (example)

FUNCTION

SUB-FUNCTION

Information Technology	Application Development
Information Technology	Audiovisual Services
Information Technology	Business Systems Analysis
Information Technology	Clinical Applications
Information Technology	Coding
Information Technology	Communications Infrastructure Design
Information Technology	Computer Operator Support
Information Technology	Data Center
Information Technology	Data Warehouse

Career Level Guide

Career Level	Entry S1	Experienced S2	Senior S3	Consultant S4	Master S5	Expert S6
Profile	Applies academic theory to work	Relies on a degree of professional experience	Fully experienced professional	Developing depth of specialization	Has acquired depth and breadth of specialization within field	Thought leader within field of specialization
Knowledge	Develops competence by performing structured work assignments	Still acquiring higher level knowledge and skills	Typically the most prevalent job level within Career Band	Career may plateau at this level; barriers to entry may exist	Barriers to entry exist at this level	Significant barriers to entry and few positions available at this level
Complexity	Applies basic concepts, principals, and technical capabilities to perform routine tasks	Utilizes general industry knowledge and limited professional experience in the application of concepts, principals, and technical capabilities to perform varied tasks	Applies industry knowledge and a thorough understanding of concepts, principals, and technical capabilities to perform tasks and projects	Applies developed industry knowledge and advanced understanding of concepts, principals, and technical capabilities to manage a wide variety of projects	Utilizes broad and unique knowledge to creatively develop new practices, processes, metrics, models, or applications thereof	Demonstrates unusual degree of creativity in developing highly advanced practices, processes, metrics, models, or applications thereof
Autonomy	Works on projects of limited scope and complexity; generally follows set procedures	Works on projects of moderate scope and complexity; applies judgment within defined parameters	Works on complex projects of large scope; may refer to precedents and defined parameters	Works on or may lead highly complex projects of large scope; provides solutions which may set precedent	Leads highly complex projects of large scope; projects may be cross-functional; provides solutions which set precedent	Directs unusually complex, cross-functional projects of significant scope
Interaction	Works under direct supervision and receives detailed instructions	Receives general guidance; may receive more detailed instruction on new projects	Completes routine work independently; receives general guidance on new projects	Independently determines method for completion of new projects; receives guidance on overall project objectives	Independently develops methodology for others to follow	Acts independently to determine objectives and discover business issues and opportunities
Typical Education	BA, BS, or equivalent experience	BA, BS, or equivalent experience	BA, BS, or equivalent experience	BA, BS, or equivalent experience	BA or BS	BA or BS
Typical Minimum Experience	0-2 years	2-4 years	5-8 years	8-12 years	12+ years	15+ years

Function: Information Technology - Information Technology is responsible for the use of any computers, storage, networking and other physical devices, infrastructure and processes to create, process, store, secure and exchange all forms of electronic data.

Sub-function: Application Development - Analysis, gathering and validation of system requirements to existing business processes and information systems to ensure desirability, practicality, and resource availability and capability. Designs, develops and implements programs and/or modifications of existing applications. Devises or modifies procedures to solve problems considering computer equipment capacity and limitations, operating time, and form of desired results. Program design, coding, testing, debugging, and documentation of applications according to organization standards and end-user requirements. Determination, diagnosis, isolation and resolution of applications resource and utilization problems and errors.

Career Band: Individual Contributor - Specialized - Work is primarily achieved through individual efforts or by participation on 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. Typically requires a university degree or equivalent work experience that provides knowledge of fundamental theories, principles, and concepts

Career Level: S3 Senior Level - Fully experienced professional, typically the most prevalent job level, who applies industry knowledge and a thorough understanding of concepts, principals, 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 is reviewed for the purpose of meeting objectives, exchanges information on sensitive matters and works to build consensus. Requires a BA, BS (or equivalent experience) and 5-8 years related functional experience.



Career Level Guide

Career Band: People Leader Series - Managerial

Career Level	Associate Manager/Supervisor M1	Manager M2
Profile	Supervises the daily activities of technical, administrative, support, or clinical staff May be responsible for the training and orientation of 3 or more employees; typically reports to a Manager (M2)	Manages operations, front line and/or individual contributors; moderate independence May be responsible for the training and orientation of 3 or more employees; reports to an Associate Director Manager (M3) or Director (M4)
Knowledge	In-depth knowledge within a single work area or developing general knowledge across multiple work areas	Knowledge of principals within a work area; knowledge or in-depth knowledge across multiple work areas
Complexity	Administers policies and executes procedures Receives guidance and oversight from manager	Participates in the development of policies and procedures to achieve specific results Uses judgement, evaluation and initiative to help others select the right course of action
Impact	Impact is typically on short-term (one year or less) goal achievement and team performance; plans work, assesses progress and adjusts efforts to meet goals Contributes to team discipline and performance	Impact is typically on medium-term goals; translates goals into operational activities and guides their execution Develops and manages initiatives to achieve results
Interaction	Interacts primarily with peers and subordinates to share information in order to resolve routine matters Explains policies, standards, and processes to others	Interacts with peers, individual contributors and stakeholders to discuss operational matters May influence or explain to others the immediate area policies, practices and procedures to gain cooperation
Required Education	Bachelor's degree or equivalent experience	Bachelor's degree or equivalent Advanced degree may be required
Required Experience	Years of relevant experience required: 3 Preferred minimum years of relevant experience: 5	Years of relevant experience required: 5 Preferred minimum years of relevant experience: 7
Analogy	Leads youth on day hike in favorable weather conditions	Leads outdoor enthusiasts on extended overnight hike through all weather conditions

Work Dimensions Key Concepts

- View the Career Band and Level Guides at hr.osu.edu/career-roadmap/career-framework
- Career level guides consistently differentiate career levels
- Work dimensions are a part of the career level guide and describe aspects common to all jobs
- Work dimensions provide a structured framework for career level discussions and consistent decision making
- Work dimensions must be applied uniquely to each occupational discipline
- Work dimensions don't provide a formula or scoring system to determine career level.



Thank you for your time with this learning session.

Check out our other videos at
hr.osu.edu/career-roadmap/resources