Career Roadmap Manager Training Transcript

Recorded October 14, 2021

15:02:33 Good afternoon, everyone. I'm pleased to welcome you to this session of manager training for career roadmap.

15:02:40 My name is Rob Prisbrey. I'm the interim Senior Director of Compensation, and this is the second of two live training sessions being conducted for staff and faculty members who have at least one of your team members that are in scope for career roadmap.

15:02:58 I do want to recognize that many of you yourselves are also in scope for roadmap and are therefore mapped to the new program.

15:03:08 And as such, you will have the opportunity to view your own mapping and to ask questions about it. But that's not why it is we're here today. We're here today to help you as a manager support your team in this process. And to share just a few

15:03:26 housekeeping items before we begin. So first of all, is to probably discern the session is being recorded.

15:03:34 And we will post a link of the recording to our website for those who are not able to attend so if you have colleagues who, you know, have not had the opportunity to attend either today's session or Tuesday's session, let them know that there's a recording

15:03:48 coming shortly.

15:03:50 We are scheduled for an hour and a half, and we anticpte that we will use all that time and we'll do our very very best to get to get done, right on time.

15:04:02 We have enabled closed captioning and live transcription, and participants can select these features individually.

15:04:10 We have a large audience.

15:04:12 We've had more than 1,000 folks registered. It looks like we have roughly 700 or so on the line right now, so of course all lines have been muted. We have built in time at certain junctures along the way, for question and answer.

15:04:27 So please try to submit succinct questions at the appropriate time or prior to that q and a break out. Of course we'll do our best to answer as many of those questions as possible.

15:04:39 But given the size of the audience I'm sure will not be able to catch everything.

15:04:43 So we'll try and pick those things that are most representative of what we're seeing, come in.

15:04:50 Additionally, we do have Frequently Asked Questions posted to our website. And additionally, you could address certain questions to your HR business partner or consultant or reach out to the HRcompensation@osu.edu email address,

15:05:10 and I will pre-empt just one question before we get started here, and this is one we've heard quite a bit. And the question is if we're going to be immediately sharing pay ranges with all managers.

15:05:22 After this training, we will be sharing that information shortly, but not immediately right after the training.

15:05:26 So in the next couple of weeks, we're going to roll out sort of a call to the next wave of information, which will contain a bit more training material, and at that point that we will share data at the level of the employee with all

15:05:42 of you with respect to pay ranges.

15:05:45 Okay, so don't feel like you're alone in this process.

15:05:49 Today is a kickoff.

15:05:52 There will be of course, as I mentioned, additional training materials, coming forth in the next next several weeks.

15:06:01 Okay. So with that I think we're going to jump into our agenda and introduce the team here so we are going to begin with a basic introduction to create a roadmap and Laura Keves is going to take us through that information will be talking about what

15:06:32 the essential framework of Career Roadmap, as well as position mapping, our pricing or benchmarking jobs, and how that relates to pay ranges. So keep it on, it will help with a lot of that content and will at that point transition to some information around

15:06:40 regulatory information let's say in a certified civil service.

15:06:43 Joyce will help us with that information.

15:06:46 Lisa will take us through some of the history, the history lesson in terms of some position mapping, where we've been, where we're headed. And most importantly, sort of the checklist of things that are coming up in the next, you know, several months

15:06:59 that all of you will need to know as a manager.

15:07:03 Let's see here. So I think we covered just about everyone on the screen here for the sake of time will not see a whole lot more other than Christine O'Malley will be joining us a bit later.

15:07:11 She is the senior communications consultant supporting this initiative, and she will some point, jump on and help us moderate Q&A.

15:07:20 Till then, I will turn the time over to Laura.

15:07:25 Okay, so we are going to start with an introduction to career roadmap.

15:07:31 So what are we doing here.

15:07:34 We are creating a Compensation, and Talent framework that is consistent, transparent, as well as sustainable in order to attract, develop and retain our employees.

15:07:44 So we have kind of three main objectives here on the left hand side, market and internal alignment. So that's creating that structure that aligns Ohio State jobs to market, creating the foundation for compensation decision making, as well as creating

15:07:59 that common way that we use to describe our jobs and the career levels across both the campus side as well as the Medical Center.

15:08:07 Our second objective is talent development. So that's allowing us to create the visible career path opportunities, better staff development discussions and creating that foundation for succession planning and kind of our third objective is risk mitigation.

15:08:24 So we want to have improved FLSA and classified civil service compliance. We also want to have a meaningful and proactive way, we can have Pay Equity Analysis.

15:08:34 So what did we do in order to meet these objectives? We created a career framework,

15:08:41 a job catalog, a salary structure.

15:08:45 New compensation policy. And we're also going to create an annual review process and we'll talk about several of these here coming up a little bit later.

15:08:56 So participants in this particular training, as Rob mentioned, manage at least one in-scope staff member. So who exactly is in scope for career roadmap? Those people that are unclassified staff as well as civil service staff are in scope for career roadmap.

15:09:13 Now on the other side, those that are out of scope are physicians, our student employees, our faculty members, athletic coaches, members of the executive staff and the bargaining unit staff.

15:09:27 And here we have our note there at the bottom that you'll be required to review the mapping for those that are in scope for your director position reports.

15:09:39 Okay.

15:09:40 So, who exactly what are the some of the benefits? So some of the benefits to staff employees, we'll just briefly cover this, you know, are transparent career paths, each level will have the basic requirements.

15:09:54 They have the ability to advance within the framework, and you'll be able to more easily evaluate a job posting as a promotion or a lateral, as the benefits to staff employees, benefits to the managers. And HR partners, they'll be able to more easily compare their

15:10:08 employees' performance to their position and career roadmap for their development. They'll be able to compare the jobs and their department with similar jobs and other units, and you can reference career roadmap

15:10:19 pay ranges, to help determine jobs with your HR professionals. And then finally colleges and units have the benefit of the standardized pay ranges, consistent job functions, as well as the pay ranges and job profiles aligned to external market to help with

15:10:35 with that strategic recruiting in benchmarking.

15:10:41 So, what will be changing as part of career roadmap and what will not be changing?

15:10:48 First we'll start with what's not changing. As far as career roadmap, base pay for current employees will not be reduced.

15:10:57 The job duties and managers of current employees will not be changed.

15:11:02 Ohio State will continue its initiatives to identify, develop, retain and reward talent, including our merit compensation process.

15:11:11 Working titles at go-live of career roadmap will not change. We'll talk about that in a little bit more detail here coming up and know it's a question.

15:11:22 People have benefit and retirement eligibilities or enrollment that will also not change as part of career roadmap.

15:11:26 So what will change? Changing as part of career roadmap, there'll be more clarity about where each position fits in the framework. Staff will have the confidence about where job fits within the broader organization, and what qualifications

15:11:41 are needed for the next step in their career.

15:11:45 As part of career roadmap. Each staff position will be assigned a new job function, subfunction, career band, and career level, and we'll talk a little bit more about what those mean here shortly, as well as a new job profile name. Each position will be

15:12:00 assigned that.

15:12:04 So here we kind of have we'll call the burning platform.

15:12:07 We have the program manager and this is our kind of one of our biggest very generic jobs so it has a very generic job description: to plan and manage a major continuing education or community service program, project, or series, and it has a very outdated

15:12:25 salary grade of $38,000 to $63,000. There's approximately 400 people in this title.

15:12:33 They have various working titles of anything from alumni relations manager to basketball Video Manager, we have a fire safety manager and insurance administrator, so just various working titles in the same generic job, and their salaries can range anywhere

15:12:53 from $41,000 to $127,000. So you can see it's completely outdated in terms of where that salary grade is. So this was kind of our burning platform to realize we needed to create a structure where these jobs can actually fit within the structure. They

15:13:11 can be priced externally to the market appropriately, and we can, they can be assigned appropriate salary grades to meet the duties that they're actually performing.

15:13:25 And now we've come to our very first q and a session.

15:13:30 Okay. So where are we have one question for you and that is why is it that some employee populations, why have they been removed from the in-scope of the project.

15:13:46 I think there's there's various reasons for that.

15:13:49 So it kind of depends on what what population we're talking about. A lot of the, the populations have some sort of contract associated with them.

15:14:00 The bargaining unit employees are a really good example of that. They already have a contract. Their pay is dictated and things like that. So, so they are out of scope.

15:14:12 Students are another one that's out of scope because they're doing various different jobs, it would be too hard to place them somewhere within the scope.

15:14:21 And then a lot of our executive levels, um, you know are also out of scope of this particular project for various reasons.

15:14:34 Rob, do you have anything else to add to that? I guess for for my end what I might say is that this is also a very large and ambitious initiative, and there's a certain effort to scope it appropriately so there are some of those populations that

15:14:44 Maybe in at a later point, so for instance executives, but I would, you know, there will be, they'll be a phase two. Questions are coming in with respect to the previous slide. Can you provide more clarity around the pay ranges, we mentioned about.

15:15:00 there I think you mentioned there is the question asking if there was two ranges on the slide I think I'll go back one just real quick.

15:15:13 There we go. So, so for this particular title of the program manager title, its current salary grade is this $38,000 to $63,000 so that's, that's where that particular title is graded.

15:15:28 And that's very outdated that has not been reviewed in 10 plus years, but the people's salaries within this particular title range anywhere from $41,000 to $127,000.

15:15:41 So that's why it was very necessary for us and like I said this was kind of our burning platform to create a job catalog that could fit these jobs and have them priced appropriately within the external market so that they wouldn't be outside of this particular

15:15:57 grade because you can see a very large number would fall outside of that particular salary grade.

15:16:03 Okay. questions are really coming in.

15:16:13 This next section so why don't we go ahead and move on and then we'll do a little bit of catch up as you as you talk through some of these components program.

15:16:21 Absolutely. Okay, so now we're going to start with the career roadmap components so we have seven career roadmap components.

15:16:30 I will be discussing the first one, number one, and talking about are three important tools the career framework the career band and level guide as well as the job catalog. Kalkidan will be discussing mapped positions and pricing to the external market,

15:16:45 as well as reviewing the mapping relationships so 2, 3, and 4.

15:16:50 Joyce will be taking number five, understanding the impacts of regulatory compliance. Lisa will handle number six employee review.

15:16:59 Number seven is our implementation. So we'll just be briefly talking about that.

15:17:05 And then, you know, you can see from that previous slide, please. So just real quickly, it explains, which ones have been completed and which ones are kind of in progress. So we've completed the first three, we're kind of in progress on four through

15:17:19 six, and then we have not started implementation. Yeah.

15:17:23 So here's our first tool that we're going to be talking about our career framework.

15:17:27 So our career framework is made up of a job function, job subfunctions, career bands, and career levels. So what is the job function? It is a broad group of occupational disciplines, for example, finance, then underneath that we have. We have 37 job

15:17:45 functions. Underneath that we have subfunctions which are recognized occupational disciplines, such as accounting. We have almost 500 subfunctions.

15:17:54 Then we created two different series of career bands. We have the individual contributor series and the people leader series.

15:18:02 Under the individual contributor series we have the technical band, the clinical band, and the specialized band. And the people leader series contains the managerial band.

15:18:13 And then the executives that are out of scope.

15:18:16 So within each of the career bands we have career levels. So within technical we have four levels available.

15:18:25 We have our accounting coordinators.

15:18:29 The this one does not apply to the clinical band. Clinical has to have some sort of licensure certification. And then the specialized band we have six levels, one through six accountant here, the managerial band is manager one through five accounting,

15:18:47 so I'll just briefly talk about the difference between the technical and specialized bands because I know that's that's something where we.

15:18:55 So, the technical band.

15:18:57 You'll want to think of that, it's more, it's not just technical in terms of technical just technical jobs. There's also operational jobs administrative jobs.

15:19:06 It's a little bit more structured and defined work, the execution of the work is more dependent on and guidance and decisions that are made by others.

15:19:18 Then we have more of the specialized band and that's more analytical, creative work.

15:19:25 That requires application of a more specialized expertise within a kind of a standard profession to achieve results.

15:19:33 So that's kind of the difference between the technical and the specialized band.

15:19:37 And then we can talk a little bit more about what it takes to be within the managerial band. So in order to be within the managerial band, there must be total reports that equal two FTE's.

15:19:48 We have a four to one ratio for student employees. So in order to have for enough student employees, you would need eight employees equal that two FTE's, those eight student employees, and then the other part of the Managerial career band, the other requirement

15:20:02 is that a majority of the work is accomplished through other people.

15:20:07 And you can find more information on our website about the career framework.

15:20:14 Okay, now we're going to talk about the the career level guide. So within the career level guide we have seven dimensions. And these work dimensions are listed here.

15:20:26 So we have profile, knowledge, complexity, then depending on whether it is the individual contributor.

15:20:37 Sorry individual contributor or the managerial band.

15:20:39 You have either autonomy or impact, then there's also interaction, as well as education and experience. So the first part of it, the profile, it's more of the summary statement of the career level that implies that provides that important context.

15:20:52 The knowledge work dimension explains the knowledge of work in industry practices that are required for that particular level to be able to successfully perform at that level complexity.

15:21:16 It's that degree of difficulty and scope that's required by the position at that level, then the autonomy, which is again for the individual contributor series.

15:21:14 That's the level of supervision that's provided as well as the interaction with leaders. Then for the Managerial career band. We have impact, and that's the degree of the impact that the position has on the organization.

15:21:28 Then the interaction, the degree of interactions with and as well as the influence that this level has on the stakeholders.

15:21:36 And then finally the, the minimum education and experience that's typically required to be successful in that position.

15:21:44 And on the left-hand side here we have an excerpt from our career level guide and this is for the people leader series the managerial band.

15:21:53 You can see some more details about what it takes in order to be the one that's our first level in the managerial band so it describes the profile, the knowledge, complexity, impact, interaction, as well as that required education and experience in order

15:22:08 to perform at that level.

15:22:11 So here we have some key concepts. So the career level guides, they consistently differentiate between the career levels. So in this case the, the career level guide for the managerial band would differentiate between the one in them, two and three and

15:22:26 four and then finally in five.

15:22:46 The work dimensions are a part of the career level guide. So those work dimensions I mentioned previously, and they described the aspects that are common to all jobs.

15:22:38 The work dimensions provide a structured framework for career level decisions and discussions and they allow for that consistent decision making that happen.

15:22:50 Then the work dimensions, they must be applied uniquely for each occupational discipline.

15:22:57 But it's important to note that the work dimensions don't provide a formula or scoring system to determine the career low level. So there's not a particular formula to get to that which level is appropriate.

15:23:09 Ok so now we will discuss a little bit more about what it takes to create a job profile. So the elements of the career framework they add up to create a job profile.

15:23:19 So we have the function.

15:23:22 In this case, finance, added to the subfunction, this example accounting added to a career band, we have here specialized added to the career level in this case s3, and that then equals a job profile for career roadmap, in this case account and three.

15:23:40 So, what will change occur go live. As I said earlier the job profile will change at career roadmap go live.

15:23:48 But the working title will not change at go-live. Profile will work in title one.

15:23:56 Okay, so here we have a job profile and let's show how it's going to draw upon all the different components of the career framework.

15:24:05 So we have the job catalog.

15:24:09 And from there we can find in the function, information technology as well as the subfunction application development.

15:24:18 And then the next part is the career band so from the career band guide. We talked about the different career bands and this describes in this case the specialized career band.

15:24:30 And then finally from the career level guides that we just went over the career level. So this one is the S3 career level.

15:24:39 So all of those job profiles together create our job catalog. And here is a portion of our job catalog. And you can see it describes each of the job functions, the sub functions, the career bands, the career levels, the job profile names, the working

15:24:57 title. This is our recommended working title as well as the job code, and the whole job catalog can be found on our website.

15:25:08 Okay, so let's explain just a little bit more about working titles. So, current state.

15:25:16 First example here we had their job profile. Today is a program manager, they're working title in this example we went over a little earlier Basketball Video Manager.

15:25:25 So at career roadmap go-live the job profile will change to video, sorry videographer two.

15:25:33 But the working title will remain Basketball Video Manager, and then gradually, we will transition to the new recommended working title. So the new recommended working title will be adopted gradually as the positions turnover.

15:25:48 But there will still be some flexibility for updates of the recommended title through a Workday business process.

15:25:57 Okay now we have our second Q and A session.

15:26:02 Okay, so we've had a few more questions rolling.

15:26:13 What's the best way for a staff member to learn about how they might have career progression, going forward.

15:26:23 So paraphrasing but.

15:26:40 But what's what's the best way to learn about career opportunities, that's a great question.

15:26:31 So the wonderful thing about career roadmap is all of these tools that we described from the job catalog to the framework to the career band and level guides are all on our website.

15:26:44 So I think going forward. It would be great for the staff member, especially once they know where their mapped to see where they're mapped and then to look so for example, the example we gave us the s3.

15:26:58 So if they would like to progress to an S for, they can look at that career band and level guide and understand what it would take to kind of get to an S four level.

15:27:08 So I would really recommend looking at those tools on the website. And I think also, you know, as a manager here, having those conversations and also making sure you understand what it would take for them to get to the next level as well so if you have

15:27:23 any questions you know definitely reach out to your, your HR partner, and they can you know, assist you and having those conversations. We also have some great tools on our website as well, to help you out with talking points and things like that,

15:27:38 could you address hybrid jobs has come up in the question here. How do we assign jobs that are kind of split between different functions or some functions that that's a good question.

15:27:52 So the way that the best way to look at it is where the majority of the work lies.

15:27:58 So typically, you know, the majority of the work may lie within a particular function or sub function, or we also have kind of more generalized functions and some functions that that cover those kind of hybrid jobs business operations is a really good

15:28:14 example of one that covers a multitude of different things from potentially marketing communications to facilities to, you know, just doing some budgeting just a bunch of different things.

15:28:31 So, um, so if they're if they're doing something like that, business operations is a great example or I would look at where they have the majority of their work is being performed.

15:28:43 Okay couple more here I've got quite a few coming in.

15:28:48 So a question came in, around the career bands, why are there only four levels within the technical, and the clinical career bands as opposed to the five or six of the specialized.

15:29:03 That's a great question. Um, the reason for that is how we can match them to jobs that are externally in the market.

15:29:10 Those are the number of number of levels that we can find externally in the market to match to, so for that for our technical band externally in the market, and only find up to four levels for the specialized career band we can find

15:29:26 up to six.

15:29:28 Great, think there's another couple here,

15:29:35 speak a little bit about the number of reports required to, to fall within the managerial band, and I guess, in addition to that, is there any cap for total number of direct reports from manager.

15:29:50 To answer the last question first. There is no cap and, and then, but the number of reports, is two total reports, so not just direct but total

15:30:01 reports. So that's that's kind of where the four to one ratio came from for a student employee but two total FTE are required in order to be in the M band,

15:30:14 producing some of the questions that have come in here are related to pay ranges and market pricing and that's actually coming up so we'll go ahead and pause on those right now.

15:30:34 Any more that are sort of on this section.

15:30:32 Let's go ahead and keep moving here I think just to keep us going. We'll come back to more of these if we have time.

15:30:39 Okay, so next we're going to go ahead and talk about position mapping. So there are approximately 30,000 in-scope positions that have been identified as part of career roadmap so there's 30,000 positions currently that are in scope.

15:30:54 And what we're going to do is take those 30,000 positions and map them or align them to 3800 jobs that have been created as part of career roadmap. So that's position mapping.

15:31:05 Now this work has been underway for quite some time already. So, each HR business partner at each unit, along with the unit leader in alignmnet, have done the mapping for each unit.

15:31:17 So now as we enter the review phase with managers, this is your opportunity to review the information, understand the thought process and offer recommendations for the position mapping for your direct reports.

15:31:32 So, how do we go about position mapping? The first one is starting with the position description.

15:31:38 So when we position map just like the name indicates, we are mapping the position, and not the individual, and we'll talk about when the employee comes into play.

15:31:47 So, the position mapping is dictated by the duties outlined in the position description. After reading that we then go to the job catalog, and read the description for the function and the sub function.

15:32:01 Now we don't expect 100% alignment to take place but approximately 70 to 80%, result in a good match in mapping the function and sub function, then we go to the career band and level guide this is what Laura just went over.

15:32:17 So the career band guide really helps us identify what band they should be in as in the technical the specialized, the clinical or managerial band. Again executives are out of scope.

15:32:30 Then we look at the career level guide this is what determines the level of the position. So, similar to what Laura said earlier with the dimensions the profile, the autonomy the impact the knowledge that the position needs.

15:32:45 We review that information and align it to the most appropriate level. So the career level guide is really what determines what level the position should be.

15:32:55 So after reviewing the tools we then come up with the job profile, again, that's the function sub function band, and level.

15:33:03 And then that results in the position being mapped. A few things to watch out for. And we've kind of talked about this a little bit hybrid roles. Laura covered that earlier.

15:33:12 So we try to account as much as possible for hybrid roles. We understand especially in small colleges, there are some positions that do a multitude of things.

15:33:22 So, within certain functions like IT, IT multi-discipline is a really good example of a hybrid type of sub function that could be aligned to. Another thing to watch out for is outdated PDs.

15:33:37 So we want to make sure that the position mapping is aligned to the most up to date position description, so if your direct report doesn't have the most up to date position description.

15:33:47 Please work with your HR partner to ensure that the mapping that's taking place is based off of the most up to date position description.

15:33:56 Next slide.

15:33:58 So now we're going to go over an example of how to do position mapping. So we're going to use our favorite example of Program Manager 6820. The working title is program manager and they report to an associate professor. That position description reads

15:34:13 Program Manager provides professional and administrative support to the programs such as assisting with agenda creation from meetings, they facilitate communication between OSU program and the external agencies probably with budgeting.

15:34:28 They promote the programs work via various channels perhaps on social media, and they are recommending improvements to the specific OSU program that assists specific groups in the community.

15:34:42 So first step is going through the position description. Then we go to our job catalog and read the description for the function and sub function. A key point to mention here is the best way to identify you know you can certainly read all of the sub function.

15:34:56 and function descriptions that exist. There are 37 functions as part of the job catalog and 490 sub functions, each with their own descriptions.

15:35:06 So a quick way a quicker way of doing this is doing a keyword search. So looking at the position description, you might search for programming or community and start looking at the descriptions associated with that.

15:35:19 And as you start getting familiar with the job catalog, it will be much easier to go in and know exactly where to find certain types of jobs.

15:35:27 So in this case after doing a keyword search we can see that this aligns best with community outreach, which is a sub function found under business planning and operations.

15:35:37 Next we look at the career band.

15:35:41 Looking at this position description we see that this is more of an individual contributor. Majority of their work is being done independently and not by leading a team so we can eliminate the managerial band.

15:35:52 Also this is not a clinical band because it's not in the health care industry it's it's they're not, you know, using a certification or licensure to perform the job, so not a clinical band.

15:36:04 So, our options are technical and specialized similar to what Laura said earlier, this technical band tends to be more focused on customer service or more administrative, transactional in nature versus the specialized band focus on a specific field of

15:36:20 study within a profession. So in this case, community outreach is really being represented. So based off of that information we align with a specialized band, then we look at our career level guide to see what is the most appropriate level.

15:36:35 In this case, we aligned with an S so the first thing that points us to this decision is they are assisting with agenda creation for meeting so this tends to be more on the transactional side.

15:36:48 Another thing that kind of gives us an idea of the level is recommending improvements to the program that they are managing.

15:37:06 They're also assisting specific groups in the community so based off of the offering recommendation and S1 tends to work within defined parameters.

15:37:09 When you get to that level you start looking at improvements that could possibly be made. When you get to the S3 you start running projects, and actually implementing the changes that you observed.

15:37:20 When you get to the S4 again you tend to offer advice and maybe even start having reports, where you're guiding, but not again, still an employee of an individual contributor but not necessarily managing a full team.

15:37:36 So, the career level guide really gives and outlines the progression that we see from one level to another so based off of the information where we have here as well as other factors we land on an S2.

15:38:00 outreach specialized S2. So the job profile of the community outreach specialist. So we have another example here I won't go into too much, but very similar idea, you will see that this is a program manager.

15:38:08 Again, it's gonna it's 6820.

15:38:12 Working title is assistant director and they report to the director level. Here you will see that the mapping is completely different than the example before so in current state, they're both program managers, but after the implementation of career roadmap,

15:38:26 you could see that the mapping is very different and it's more representative of the job that they actually do. So the position description reads owning his own or her own portfolio of events.

15:38:38 They supervise event managers and they're creating processes and guidelines to bring consistency. they have a total of six total reports.

15:38:47 The function, after reading the description, is marketing and communications; sub function is event management, the career band we aligned with a managerial band, why because they have at least two total reports, and the other component, most important

15:39:04 is majority of their work is being done through other people. Not only that, they are supervising managers who manage others, so we align this to a managerial band, the career level is an M3.

15:39:17 Why did we select M3. Again, looking at the, the profile piece of the dimension in the career level guide, we see that this is an individual or a position that has significant institutional span.

15:39:32 They are creating processes and guidelines to bring consistency, typically in the M band we tend to see a manager that is wanting a team focused on setting goals for their for their team.

15:39:44 In this case, not only is this individual who holds the position, managing a team but they're creating processes and guidelines that's going to bring consistency to the event management space not only within their team but other teams as well.

15:40:00 They're also acting on that and implementing those changes. So we tend to see that type of scope, align better with an M three and all of this again it's outlined in our career level guide to help you determine what the appropriate level is for each position,

15:40:16 based on that we see that the job profile is now manager three of event management.

15:40:24 So, earlier, Laura mentioned that you know one of the benefits of career roadmap is that we can ensure that we're going to be market competitive going forward.

15:40:46 We ensure that by doing market pricing so market pricing is benchmarking Ohio State jobs against relevant competitors to credible survey vendors, all with a focus on base pay.

15:40:39 So there are, like I mentioned earlier 3800 jobs that have been identified. So that's a job profile function sub function band and level, each of those job profiles or job codes are assigned a market reference value, how we get that market reference

15:41:00 value is by participating in salary surveys.

15:41:04 We work with reputable survey vendors to obtain that information. These survey vendors also operate in different industries and higher education, health system and shared services.

15:41:16 So knowing that Ohio State is a diverse employer and operates in different industries, it's important that we look at different surveys to make sure that we really have an idea of how our competitors are paid externally.

15:41:30 So you will see the logos of all the different companies that we work with to obtain this data, how we apply the data, then comes into play with survey dimensions are what we call scope pets.

15:41:41 So we apply our data differently when available by band. So geography, for example, so in the technical band we use local data or state of Ohio. For the specialized and clinical band, we use regional or Midwest, data, and for the managerial we use National

15:41:59 data. So we also include revenue and FTE whenever that's available, just so that we can compare ourselves with like institution of the same size and revenue.

15:42:11 So, a lot more information on market pricing and how to apply the data is there's a resource out on our website. And so, you haven't taken a look at that was certainly encourage you to do so.

15:42:22 to get a lot more detail around market pricing.

15:42:26 Next slide.

15:42:27 So then once we have the market reference value, we apply it to our salary structure we assign a grade that then points to a pay range. So what is appearing that is the amount of pay an employee could earn for performing a particular job.

15:42:43 So a pay range has a minimum and a maximum that reflects a labor market level of skill required and employer need another criteria. So the minimum is the lowest salary to be paid to jobs falling in a pay range or grade, while the maximum is the highest

15:42:59 salary to be paid for the job. The midpoint represents the market median or 50th percentile of market.

15:43:11 So just to summarize some of the things that we've talked about already position mapping. So we have a position in this case accountant one for example and current state, we take that position, and we map it to a career roadmap job profile so that is

15:43:28 finance, accounting, as to for example, then we want to price, the career roadmap job. So, finance, accounting, S2 will have a great associated with it, which is in this case grade 17, and the range is 49,800 to 83,000.

15:43:47 Now, when does the employee come into play. So there is an employee that holds a position currently. So the question we have to ask ourselves is, is the individual holding the position within the pay range.

15:43:59 So let's say that accountant one at Ohio State, as an example, is making $45,000, so you could see that they are below the range by 4800.

15:44:11 Because the range associated with their mapping is 49,800 to 83,000. So the first question we have to ask ourselves is, has the position been mapped correctly that accountant, one to finance, accounting, so if that is correct, then the college

15:44:29 or unit will begin working on bringing that individual up to pay range minimum so that's something that we have to work towards.

15:44:37 Now, Again, the first objective is making sure all position mapping is correct, then, if, if an individual who holds that position is outside of the range, bringing that individual to the range minimum.

15:44:48 Then the next thing to look at is if the individual is within the pay range, where do they fall considering other factors. These factors include the level of knowledge they bring the experience that they have in the job, the performance so high performers

15:45:07 So, again, many other factors to consider when looking at the range. So on the next slide we'll really talk about how we expect to see that.

15:45:16 So before even going on, and describing the next slide, before going into detail about this slide, you know, at the implementation of career roadmap, We don't expect this to take place immediately, like I mentioned earlier, you know, Our objective is to

15:45:31 make sure that, first we have all the position mapping correct, then making sure people are within the range, and then looking long term make sure that the position in range of employees is appropriate.

15:45:45 So here is the guidance that we have in place, and that is by quartile, is really looking at the range associated with the job profile and applying it in 4 pieces so quarters.

15:45:58 So quartiles represent characteristics for employees found within each of the range quartiles provides general guidance, the key word being here general guidance on when each of the quartiles may be used for placement of new hire or promotions within the

15:46:14 range.

15:46:15 So now we understand there are high volume jobs that exist within the institution, and that when for example they earn a certification that automatically places them in the next quartile or a certain point in the range so we're not talking about those

15:46:29 types of jobs, but generally speaking, this is the type of guidance that we see and want to strive towards in the future. So in the first quartile what type of employee would we expect their placement.

15:46:41 So the first one is a first quartile as they meet the minimum qualification.

15:46:46 They may be new to the job or field and they're developing proficiency. The second quartile, they possess most knowledge and skill required, they're building a body of experience and they're increasingly becoming becoming effective in the job.

15:47:01 The third quartile they are fully knowledgeable, well qualified. They have significant relevant experience not just at the institution but perhaps even bringing in external experience to the job, and they are sustained high performers and independent

15:47:14 acting independently with very little guidance from their manager or others, fourth quartile they are an expert in all job criteria, they have breadth and depth of experience and they're also the highest performer and highly independent in the job.

15:47:33 So this just gives you an idea of how we expect to have position and range, when it comes to employees and the role that they hold.

15:47:43 So next I'm sure a lot of the questions that are coming in will be addressed by this slide.

15:47:48 So, at the point of implementation. We expect some individuals to be above the pay range. So, those that are above the pay range, we're not going to be reducing pay, again, as part of this initiative, however salaries above the pay range maximum, the recommendation

15:48:06 is for it to be frozen until the pay range advances. This is at the time of AMCP or p3 process merit process. We expect the salaries to be staying in place, and in lieu of that, in lieu of an increase of the base salary a one time payment will be offered

15:48:26 so a lump sum merit. And in lieu of a salary increase. Again, this is not something new, for example for the Wexner Medical Center. This is a practice that's in place, but not on campus so something we want to align and create consistency for next,

15:48:41 those that are below pay range minimum.

15:48:44 So at this point in time there is no central funding provided to offset raise to minimum costs so each unit or department will be responsible for that.

15:48:53 Now units are not required to immediately move incumbents to range minimum at the go-live of career roadmap. However, there will be a period of time, we will, which we will share once that has been defined on units bringing those that are below range

15:49:10 minimum up to the range minimum also below minimums, we hope to be addressed during that period of time that grace period through merit promotions adjustments and back fills.

15:49:22 Also new hires and promotions must meet the range of minimum and maximum after the implementation of career roadmap. However, during that established period of time the grace period, new hires and promotions may be temporarily below the minimum.

15:49:38 If there is a peer that is in seat at a very similar position so we want to make sure that we're not creating any internal equity when there's a new hire that comes in or promotion, vacation accrual benefits Joyce will talk about this in more detail

15:49:53 in the next section.

15:49:56 However, levels M three and S five and above so that includes S five, six, M three and four and five those five levels, would automatically be designated senior A and P.

15:50:08 Those that are currently senior A and P but are below the threshold, they will continue to maintain their legacy benefit while they are in the position.

15:50:17 So, we're not taking away the benefits there.

15:50:20 So, I believe. Next is q and a.

15:50:25 Yes Hi everybody, um, we were getting a lot of great questions on the pay section talk about and I think you did answer a lot of those on the last slide.

15:50:37 But there have been a few questions that I think you might want to touch on

15:50:42 in terms of the salary guidelines Is it a requirement or simply recommendation that units follow the pay ranges and the salary guidelines in career roadmap.

15:50:54 Yeah, so I'm assuming it's talking about the quartile slide that we saw earlier so that is that's going to be a guidance going forward something that we would want to build into our compensation guide, and hopefully for units to follow going forward.

15:51:10 Raising individuals to the minimum of the range is something that's more of a mandate.

15:51:17 After the implementation approval now.

15:51:19 Okay. And how will career roadmap pay ranges.

15:51:23 relate to merit in the merit process and merit increases. How will those two work together.

15:51:30 That's a good question. So, after the implementation of career roadmap again we hope to use a lot of the tools, and then the framework that we have established to really guide decisions in the merit process.

15:51:42 So when when increases take place for example, operating within the range that's been established is going to be a critical piece and successfully implementing both the p3 and AMCP processes.

15:51:56 So we plan to provide more guidance around that once we go live with the implementation or once implementing career roadmap and providing guidance for both HR managers.

15:52:08 Okay. And when will we see the new pay ranges or the initial pay ranges for career roadmap and how often will they be updated.

15:52:18 Let me go ahead and answer the second part of the question so how often is it updated so the We participate in salary surveys on an annual basis with multiple survey vendors.

15:52:29 So we will be reviewing data trends, to see if a grade update needs to take place.

15:52:36 And that does not mean grades will be changing every year, we certainly want to look at data trends and apply it appropriately. The other thing to consider is also the salary structure and how often that moves.

15:52:48 So we certainly want to evaluate salary movement that's happening in the marketplace and make sure that you know we continue to be ahead of that and competitive but also considering business, business reason and where the organization or institution is

15:53:04 at financially.

15:53:06 And I think the first part of the question remind me again.

15:53:10 When will we see the initial pay ranges for career roadmap. Right so right now, the goal is to make sure that we really, you know, talk about career roadmap the basics of it, and offer understanding, give managers an opportunity to look at the

15:53:25 mapping based off of the duties that are performed.

15:53:28 based off of the duties that are performed. Then we plan on sharing, hopefully in a few weeks.

15:53:32 The pay ranges associated so that could be another additional information managers can have to make better and informed decisions around the mapping for their direct reports. We're still getting a lot of great questions.

15:53:45 And I know we're not going to get to them all.

15:53:48 In our next round of training for managers, I know we are going to incorporate more about this topic, and we will also be updating our FAQs on the career roadmap website to capture as much of this as possible.

15:54:03 How are we doing on time because we had some questions from the previous segment about position descriptions, but I don't know if you want to move on from here, or address those now.

15:54:13 Let's go ahead and go to the next section, just because we're limited and we can certainly circle back. Right, but we will be capturing all of the questions and making sure that they get they get answered.

15:54:27 Okay, great. So this next section, we want to talk about regulatory compliance.

15:54:34 At the very beginning of our training today Laura mentioned that one of our overarching goals of career roadmap is to ensure continued compliance with our regulations.

15:54:49 And as we know we're building a brand new job Kalkidan walked us through our, you know, building out the new job catalog and the combination of functions, sub functions etcetera and building that out and as we, you know, start from the

15:55:06 ground up on that job catalog. We need to continuously assess where, where we have regulations that need to, you know, apply to each of the individual job titles.

15:55:24 So I'm going to give you a little bit of background on the two of the key regulations that we have FLSA and CCS. FLSA was created back in 1938, the CCS Regulation Act was created in 1912.

15:55:46 So both of them are really old, one is at the federal level, FLSA. CCS rules is really at the state of Ohio level, but the intent of both is to provide protection for workers, they, they do that, differently, obviously because one is federal and one

15:56:06 is a state level, but both is intended to protect workers.

15:56:13 And in both, both, you know, more so with FLSA is you know erroneous FLSA designations can subject and players to substantial fines and penalties. CCS has different penalties associated with that.

15:56:28 But obviously because you know an employer can be subjected to fines and penalties we we do need to ensure that we are compliant.

15:56:39 In specifics to FLSA, how does it protect workers, it's sets a minimum hourly wage at the national level.

15:56:46 There is a 40 Hour Work Week established. And when an employee works more than 40 hours in the work week they're eligible for over time.

15:56:59 In that work week. It establishes non exempt as the default. Non exempt means that employees are eligible for overtime at Ohio State our work week runs from Sunday to Saturday so when an employee, a non exempt employee works more than 40 hours in that work

15:57:21 week, then they're eligible for overtime.

15:57:24 It also requires employees to employers to justify when a job will be exempt from overtime and establishes criteria for what that justification requires, there's a minimum salary threshold, and there's a duties test and we'll talk about both of those

15:57:42 in just a minute.

15:57:45 So how do we use FLSA to determine what the FLSA status is. The first step is the FLSA coverage test. So, under FLSA, there is a statutory exclusion, the statutory exclusion means that a title is not subject to either the duties test or the FLSA threshold it's

15:58:10 just excluded. At Ohio State we only have a few examples of statutory exclusions. That includes faculty because they are teaching, so the statutory exclusion is for teaching, attorneys and physicians and that would include like our veterinarians in Vet Medicine.

15:58:31 Those are the only situations that we have that are statutory excluded.

15:58:36 So, nearly all of our titles are going to go through the step two, which is the salary basis test. So in this task we're checking to see is the actual base salary for an employee at least $35,568.

15:58:53 If it's not, then the employee is non exempt and must be in a non exempt job profile. That is a hard and fast rule, there is no exceptions for that there's no pro rating of base salaries, or anything like that so so really a hard and fast rule.

15:59:14 Today the university uses a higher salary threshold, but we are, with career roadmap go-live, going to go start to begin to use the $35,568.

15:59:32 If the salary basis test is passed, then we look at the duties test. And if the duties test is passed, then the job title and all the employees in that job title are exempt.

15:59:43 And if not, then the job title and all the employees in the job title on non exempt. So, so in order to be exempt,

15:59:58 it has to pass the salary test, and the duties test. It's not one or the other. It has to be above fails, either one, then it has to be non exempt.

16:00:06 Next slide. Okay so, just a little bit about the duties test.

16:00:16 We have four duties tests that we primarily use here at Ohio State, Administrative, professional, computer and executive. I won't talk about executive since that is out of scope for career roadmap.

16:00:26 But you can see in each one of these cases, the administrative, professional, computer, we're really focused on the primary job duties of the title. So what it, what are the primary duties and by that I mean, 51%, or more of the duties must, must align

16:00:52 to that, in order to pass that duties test. So in the administrative duties test.

16:01:00 It must have independent decision-making on significant matters.

16:01:07 And that's on a regular ongoing basis so it's not something that you know okay today I made an independent decision.

16:01:16 Great, I pass the duties test is this means that it you know it's it's a part of the job on an ongoing basis.

16:01:26 Professional duties test again the 51% or more requires advanced knowledge and education in a field of science or learning, artistic, creative endeavors that advance knowledge is customarily acquired by a prolonged course of specialized intellectual instruction.

16:01:49 And again, must regularly exercise, independent judgment and discretion. So, so you'll see that independent judgment and discretion plays out in both of those.

16:02:03 The computer test, I think is the easiest of the three to really understand.

16:02:10 But, but again, it has to be 51% or more of the duties are involved in analysis, design, development, or the application of computers and related systems.

16:02:23 So those are the ones that we primarily use at Ohio State.

16:02:28 Next slide.

16:02:28 Okay, so, so jobs at Ohio State are designated exempt or non exempt using the information that I just shared by the Office of Human Resources. Positions that are mapped to a job profile will adopt that job profiles FLSA status, and all employees in the same

16:02:50 job profile, same title will have to have the same FLSA status.

16:02:56 Employees cannot hold both an exempt and a non exempt job at the same time.

16:03:01 So, going back to, you know, the worker protections. Workers are required if they're non exempt to receive overtime. Well if you have an exempt and a non exempt position, one that's required to track time and one that's not required to track time.

16:03:19 It's impossible to comply with the law

16:03:22 on the time tracking piece because you know when does one stop start and stop and, you know, where does the, what counts towards the 40 hours or not. So, in order to ensure that we are compliant.

16:03:33 we do not allow employees to hold an exempt and non exempt job.

16:03:40 As far as the FLSA salary test, we do not include overtime pay bonuses commission or any other additional compensation that the salary test is purely based on base pay alone.

16:03:57 We also use the employees actual FTE salary to determine the FLSA threshold is passed, or not. So, so if somebody is you know 50%, and their salary at the 50% is, you know, $30,000, that's below the threshold, and they must be non exempt.

16:04:19 Okay, we use total base pay across multiple exempt positions. So, so again, like-like positions, both exempt will fulfill the FLSA threshold.

16:04:36 And then we've got a couple examples here about some situations that we run into, and I think I'll defer those to a future training and talk about those later.

16:04:49 All right, so I already mentioned, the civil service was introduced in 1912.

16:04:58 It is for Ohio the state of Ohio.

16:05:02 It is in the Ohio Revised Code, so it is regulatory compliance. CCS rules are overseen by the State Personnel Board of Review. So they have the, you know, capability of, you know auditing.

16:05:23 A number of years ago, universities got the discretion to establish our own rules, but they still have to live underneath the guide of the Ohio revised code so it's not like we can just, you know, go out and say, Hey, we're going to do this completely

16:05:37 different than what the Ohio revised code tells us that we have to do. CCS is intended to protect workers from unlawful terminations, reductions in compensation, establishes process and rules for reductions in force.

16:05:56 It establishes specific leave accrual rates and maximum carry forward balances, and it also establishes a probationary period for new hires.

16:06:06 Alright so compensation assigns job family groups and job families and classified Civil Service is a job family.

16:06:20 So, so when we are looking at the, you know, job catalog and we're building out our new job catalog for every title in our job catalog, we first need to consider classified civil service first and

16:06:35 And how does classified social service apply to our regulatory requirements for those titles that don't need to be classified or considered as classified.

16:06:48 They can be considered as unclassified done.

16:06:51 So we have a lot of different job family groups and job families. Employees in each job title will have

16:07:04 one and only one job family group assigned to that title, and every employee in that job title will have the same job family so it's just like FLSA where there's a job title, there's an FLSA status, and everybody in that will have the same FLSA status, it

16:07:20 works exactly the same here with our job family groups and job families.

16:07:25 Within unclassified, we do have

16:07:46 We have four job families, but two that are only in-scope for career roadmap of A and P and Senior A and P.

16:07:43 Alright. Then within unclassified,

16:07:48 You know, we do have the titles that will be designated as senior A and P as Kalkidan mentioned earlier that will be S five, six, or M three and above.

16:08:03 Next slide.

16:08:05 Alright, so what should you as managers know about having employees who are not exempt or are CCS. So the first thing is, is that whether they're currently, you know, non exempt or CCS or, or whether they'll be transitioning to non exempt or CCS as part

16:08:24 of career roadmap. They are still highly contributing team members.

16:08:30 You know, they're still a skilled talented knowledgeable, you know, team members yesterday as they will be in the future, and really should not be considered of any less value than their exempt or unclassified colleagues.

16:08:48 Non exempt employees must track all their hours and be paid for over time.

16:08:54 We'll talk more about some of these you know rules about, you know, overtime and what constitutes overtime,

16:09:02 later, but just to give you some, you know, ideas now, hours worked may include accepting calls after scheduled work hours and required training required travel those kinds of things, and we'll go into some more of that in future training.

16:09:19 Non exempt employees who work during an evening or weekend may also automatically qualify for shift or weekend differential pay. Managers do have to review and approve time keeping entries. Our non exempt employees are paid on a biweekly basis in a

16:09:37 two week arrears

16:09:39 week careers. All of our classified employees are non exempt.

16:09:44 Leave accrual for classified employees must comply with the CCS rules.

16:09:50 So you can check out the paid off time policy for details about that.

16:09:57 And there are some restrictions for non exempt or CCS employees, performing additional work for the university, so I would just recommend that if you have a non exempt or CCS employee that you check about their eligibility before you commit to having them

16:10:18 do something that maybe isn't allowed by regulation or by policy.

16:10:25 Next slide.

16:10:28 Okay, we often in the past we have offered a pay advance to employees who are transitioning to non exempt because of the two weeks, pay in arrears to help bridge that pay gap.

16:10:44 I'll let you read this slide on your own time, it just has some information about the pay advance process and what that will entail. And we'll talk about that more later.

16:10:56 Thanks Joyce. I know you said that there is going to be a future training offered on on these topics, I thought they were two questions that would be helpful to answer live.

16:11:06 One is, Will FLSA changes, as a result of the mapping, go into effect, the day of go-live.

16:11:13 Yes, yes, they will go into effect the day of the career roadmap go-live. So for employees that are transitioning to non exempt.

16:11:24 We will make that effective on like the Sunday of a biweekly pay period, the start of a biweekly pay period, so they will start cleanly on at the beginning of a pay period.

16:11:37 Okay. And then the second one, will all entry level jobs be non exempt under career roadmap.

16:11:46 I'm not, I would say that probably the majority of our technical jobs, and some in the, you know, S one, S two could be non exempt jobs.

16:12:00 I'm not going to sit here and say that I've got all 3,800 job titles in our catalog memorized and that I know for sure that everything in the technical or the lower levels of the specialized band are gonna be non exempt.

16:12:16 But I think when you think about the duties test. And, you know, the level of independent discretion and judgment and decision making on significant matters.

16:12:30 I think it's fair to assume that that things in the technical band may not pass the duties test. And same thing for the those lower level specialized bands.

16:12:42 Thank you. I know that we have had some questions related to employee review process and that's coming up in the next section so why don't we move along to there. Sure. Good afternoon everybody.

16:12:54 So in this section I'm want to give you a little bit of a history lesson of where we've been with position mapping the high level employee review process and your role in that process.

16:13:03 The high level steps of how you're going to start to prepare. And then I'll share tools with you to help you prepare. So let's talk a little bit about the history lesson of the institution.

16:13:14 We've been through several mapping stages to get position mapping right, and ensure alignment and consistency.

16:13:22 So back in 2019 we created the job catalog, with about 350 stakeholders from across the institution and compensation did an initial mapping of positions to that the job catalog, and the fall of 2019, we engaged managers and some of you may have remembered

16:13:39 this. We asked unit HR and managers to map positions, and that was back then using the new career map tools that we talked about today. Job catalog, the career framework, the career band and level guide, the position mapping tool.

16:13:55 Early in 2020 right before coronavirus hit we convened 200 leaders across the institution and an in person meeting to kick off and conduct a function calibration.

16:14:06 And what that was, it ensured consistency of mapping across those 37 functions that Kalkidan and Laura had described earlier.

16:14:17 In the spring of 2020 we again revealed the current salary structure and pay ranges and HR had a chance to map positions in light of that new information.

16:14:30 Early in 2021, we had the compensation team take another look at all of the position mapping data and flagged some audit items for HR and for units to take a look at related to career level so there was another look there at mapping at that point.

16:14:48 Earlier this year in the spring time, Rob conducted several conversations met with 32 deans and leaders across the institution to just have some senior leader alignment,

16:15:00 look at the aggregated mapping data, and just make sure that everybody was on board with the career roadmap initiative objectives.

16:15:11 In addition to the broader position mapping, we've taken some deeper looks at specific topics such as we've looked at certain roles like assistant deans, administrative assistants, Chief Administrative officers, we've looked at the M five levels

16:15:26 across the institution all again in an effort to ensure alignment and consistency across this large institution.

16:15:34 So we are here, we're at the point of the process where position mapping is fairly mature, but we need to get you as managers back involved in the position mapping process.

16:15:46 You all are close to the the positions that we are looking to map into the new job catalog and we just need to have you take a look at this position mapping.

16:15:56 So let's talk about a little bit into the future, and this employee review process. I think it's important for you all to keep the end in mind here with how we're going to kind of get employees engaged and that'll help you prepare.

16:16:08 So the employee review process is the opportunity for in scope staff to see where their position is mapped in the career roadmap framework, they're going to be able to agree, or suggest to change by providing extra information.

16:16:23 The employee review process will require employees, managers and HR to have a role at certain points. The whole process will take place over about three or four, three to four months. We will use DocuSign technology to manage the workflow of that process.

16:16:40 And in the end of that process it's going to end in an appointment letter to a career roadmap classification for each in scope staff member.

16:16:48 And all of this is going to happen before anything any classification goes live in a, in a system such as Workday.

16:16:55 So let's talk a little bit about the process. The employees are going to receive an acknowledgement letter and in this acknowledgement letter will be their current classification as well as the future career roadmap classification.

16:17:07 They'll have two decisions here they'll be able to accept their mapping and if they do, they will select agree and the acknowledgement letter.

16:17:16 And then finally, at the end, they'll receive a final appointment letter.

16:17:19 Now this is kind of where the process starts to get long, if the employee doesn't agree with their current classification. They'll select disagree in the acknowledgement letter.

16:17:30 And they will work through a position review form. Now this position review form is for the employee to fill out first. There's a lot of questions and the employee really needs to provide justification of why they disagree with their career roadmap classification.

16:17:46 Once the employee has had a chance and has had a say, that form will be routed via the DocuSign technology to their manager. Manager will then be able to look at the look at what the employee has submitted an offer their comments, then that form will be

16:18:04 be routed to the HR partner via DocuSign again, and the HR partner will have a chance to review what both the employee and and the and the manager had offered and offer their comments, and once all of those stakeholders employee manager and HR have had

16:18:21 a chance to review the position review form. That'll, those will come to compensation to review all of the position review forms in aggregate. Again these are employees that are disagreeing with their classification.

16:18:39 Once compensation reviews all of the position review forms, compensation will assign a result and send a results letter to the employee.

16:18:49 Let's talk a little bit about how the manager is going to be

16:19:01 how the manager might show up in this process. So, again, the process on the left hand side of the page. At the very beginning of the process before the employer even receives their acknowledgement letter, we would expect that the manager would share the employee's current

16:19:10 employee's current classification, to provide clarity on the process, answer questions prior to receiving the actual DocuSign letter.

16:19:19 Second part of the process where a manager might be involved is understanding why the employee might be considering to request a position review, and provide guidance, and this isn't really to sway the employee one way or the other.

16:19:30 It's really just to seek understanding.

16:19:34 The third part of the process where the manager might be involved is during the position review form as I described earlier. The employee, manager and HR will all have a chance to weigh in on that form.

16:19:47 And then at the very, closer to the end of the process, once the results are revealed, the manager would be able to share that employees position review result, provide clarity and answer any questions prior to the employee receiving the results via DocuSign

16:20:04 letter.

16:20:06 Alright, so where are we now. We are in the process where we're preparing managers.

16:20:12 This is where we're getting you all engaged, you're understanding career roadmap basics, you're understanding the high level employee review process, you're going to be digesting position mapping data and offering feedback on that already mature data, but

16:20:26 we need your input, and you're getting ready to guide employees through this process.

16:20:31 We have, obviously, this kicking off this week.

16:20:35 And we're not quite sure how long this process is going to last so we've got a lot of TBDs on this slide. But the idea is, managers, you are getting involved now you're really starting to get your feet wet and really understand career roadmap basics again.

16:20:49 And then in the future we'll, we'll bring you back for a couple more webinars, we will have the set of salary ranges and pay grades webinar to be determined on the date, and that that's the point in the process where we will reveal the salary ranges and

16:21:03 pay grades, and then we'll probably bring you in for another webinar closer to when we actually get to the employee review process to do a deeper dive.

16:21:15 Once we feel like managers across the institution are ready, as you all know this institution is huge. So we want we just need to make sure that all managers are ready in each unit, and then we'll start to bring employees together to prepare and employees

16:21:30 will start to understand career roadmap basics, understand the employee review process know what tools are available. TBD on the employee webinars at the enterprise level, more, more information to come there.

16:21:43 And then finally at the end we already talked about employee review, but all of this preparation stage and phases are in prep to get ready for this employee review process.

16:21:55 Alright so now I'm going to talk about what you actually need to do at this point in the process. Now I'm going to highlight, we don't have a due date on this.

16:22:03 This is just the start. It's just the kickoff. It's getting your minds into the career roadmap game, so to speak. So, for manager readiness, we want you to understand the career framework and position mapping.

16:22:16 We want to get the data ready to show up in those employee notification letters that I described in the employee review process. We are in, uh, would like managers, unit leaders and HR partners to gain alignment around the process and the data.

16:22:31 So here's a bit of a checklist of what you can do here. Now, after this training in the next few weeks, so know the basics of career roadmap, start to dig into the tools, understand the high level employee review process, review the tools and materials

16:22:48 provided to ensure understanding. We've got a ton of information on the website and I'm going to be going over the tools with you here in just a moment.

16:22:55 Start to ask questions about, you know, what, the why, and identify any missing gaps regarding this process.

16:23:02 We also would like you to start to take a look at the position mapping data for your direct reports. So review your team's position mapping using the tools and training provided.

16:23:12 I'm going to go over the tool here in just a second, identify any needed changes for your direct report and provide justification, and then start to consult with your HR leader or your leaders in your unit or HR partner for possible mapping changes.

16:23:28 So once you've taken the time to review your position mapping for your direct reports, check in with your HR partner on the review that you completed and understand the thought process behind the current position mapping for your reports. As I mentioned

16:23:42 before, the position mapping data is in a, it is a pretty mature spot. So, it's, it'll be a good check in with your HR partner, just to really understand how the position mapping got to the point that it's at.

16:23:56 And then at that point you can discuss and identify of changes are needed to the position mapping and work with HR to make those updates as needed.

16:24:06 And all this you should be getting gaining alignment with your unit leaders and your HR partner on this data.

16:24:13 Okay, so we've got several tools to assist you and we've talked about a lot of them already.

16:24:19 All of these can be found on our website.

16:24:23 And the job catalog, and we will be sending out this presentation the recording. Plus, these links, we'll send these out to you tomorrow afternoon so you'll have everything in a nice package.

16:24:34 But the job catalog is out on the website. The career band and level guide that Laura had walked us through is out there as well.

16:24:42 We've got lots of information on our website in general. Frequently Asked Questions and we know that a lot of the questions you're asking are already out there.

16:24:52 So check in with that. And then we are using all of the questions that we receive in both Tuesdays and today's webinar, and making sure that we update those frequently asked questions, with the good questions you're asking this week, so check back in

16:25:08 for sure, and we'll have to keep this updated for you.

16:25:11 There's also a few bite sized learning videos out there that you can listen to at your leisure. Usually about five to 10 minutes in length.

16:25:20 And then we have a tile on the career roadmap web page for the employee review process to get more information there.

16:25:30 Now one of the the action items for you is to take a look at your position mapping for your direct reports, and you're going to do this by going into the position mapping tool.

16:25:41 We've got a link here, it's on our website. If you go into the career roadmap website under position mapping, about a third of the way the page down you'll see the position mapping tool link.

16:25:52 I just want to talk to you quickly about that tool.

16:25:56 When you log on, you'll be able to search for your employee and the search, you can search by name, email, employee ID.

16:26:07 And those search results will include the new job profile and current title.

16:26:11 And you will notice when you log in that some fields are intentionally blank. And those fields that are blank are the are the fields around a salary information, and why we left this blank is we're going to bring you back together for a training to do

16:26:25 a deeper dive on salary ranges, pay grades, and then review revealed has that information at that time so more to come there.

16:26:35 But here is the address for the position mapping tool.

16:26:40 Alright, I'm going to stop there for Q and A. Yeah we've got some great questions.

16:26:45 So first off, will managers get a report on where their employees are in the review process you know whether they agree disagree, etc.

16:26:56 Yeah, so we are planning on sending out a couple of different reports along the process we still are fleshing out all the details of that process but there will be certain points in the process where HR and managers will be kept up to speed on on where

16:27:11 their employees are. Still working out the details so more to come there.

16:27:15 But, yes.

16:27:17 Okay. And so you talked about, you know, working with the HR partner.

16:27:22 If they feel that there needs to be an adjustment, prior to the employees seeing it, or what justification what kinds of justifications might be needed.

16:27:32 Should they prepare to bring to the HR partner to talk about that.

16:27:37 Do you want to take that one. Sure, yeah that's that's a great question. Similar to the example I went over earlier, when looking at position mapping, you know, the first step is to really to understand the justification that HR unit leaders had in the

16:27:51 way the mapping took place. Now as managers you know the position for your direct reports more than anyone so if there was something that was not considered as part of that, or perhaps the position description. I see that a lot of that is coming up

16:28:05 is not, it's not up to date so the position requirements have changed over time. This is the opportunity to say you know this position is really operating more at an S3 level than the mapping, which might have said as to so specific justifications include

16:28:21 using the career level and band guide and saying they're operating more on this level, then this was specific examples with duties and that will result in a change.

16:28:33 And so I think you already answered one of the questions I was going to ask, so thank you.

16:28:38 So then in the employee review process what parts of the mapping can an employee disagree with.

16:28:44 So they'll, they'll receive their, the acknowledgement letter and they'll see their, the function of function career band and career level and they can disagree with any of those elements.

16:28:58 They would just provide justification of why.

16:29:01 Okay, thank you.

16:29:03 I think we are just about at time so again we're capturing all these great questions, and we will be sure to write answers to them either in future trainings or on our website.

16:29:15 You want to move on to the next thing. Lisa. Sure. So just sorry to wrap up today we've learned about three important tools the current framework for your band and level guide in the job catalog.

16:29:27 Have you learned about how positions were mapped to the newly established established framework to ensure consistency.

16:29:32 How jobs are priced at Ohio State to the external market to ensure competitiveness and you review the mapping in relation to new pay ranges.