



THE OHIO STATE UNIVERSITY

HUMAN RESOURCES

Career Roadmap Introduction and Employee Review Readiness

Manager Training October 2021



Today's Objective

Introduce Career Roadmap and address managers' involvement in the upcoming phases of this initiative

- 1 Introduction to Career Roadmap
- 2 Career Roadmap Components
- 3 Employee Review Readiness and Manager Role
- 4 Wrap Up



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Introduction to Career Roadmap



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

Market and Internal Alignment

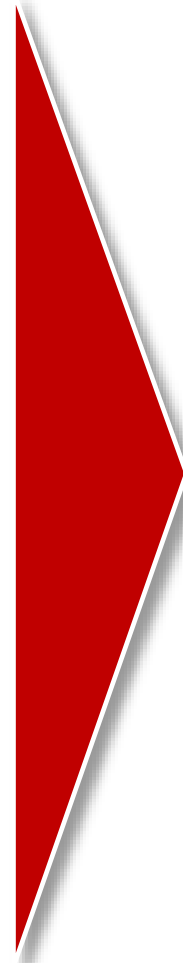
- Structure that aligns Ohio State jobs to market
- Foundation for compensation decision-making
- A common way to describe jobs and career levels across the Campus and the Medical Center

Talent Development

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

Risk Mitigation

- Improved FLSA and Classified Civil Service compliance
- Meaningful, proactive pay equity analysis



Career Framework



Job Catalog



Salary Structure



Compensation Policy



Annual Review Process



Participants in this training manage at least one in-scope staff



In Scope
for
Career Roadmap

Unclassified Staff

Civil Service Staff



Out of Scope
for
Career Roadmap

Physician

Student employee

Faculty member

Athletic coach

Executive

Bargaining unit

Note: May be required to review mapping for any in scope direct report positions



Staff Employees



Transparent career paths and pay ranges will help staff plan their own careers within the university and medical center.



Each career level will include the basic requirements to be achieved.



Advance within the career framework based on your skills, experience, performance, and the business need.



You can more easily evaluate a job posting as a promotion or lateral career move.



Managers



More easily be able to compare an employee's performance to their position in Career Roadmap for potential development.



Compare jobs in your department with similar jobs in other units.



Reference Career Roadmap pay ranges with HR professionals to determine pay for jobs.



HRPs



Colleges and Units



Standardized pay ranges and consistent job functions



Pay ranges and job profiles aligned with external market data, supporting strategic recruiting and benchmarking



Not changing as a part of Career Roadmap...

- Base pay for current employees will not be reduced by Career Roadmap.
- Job duties of current employees will not be changed.
- Managers of current employees will not be changed.
- The university will continue initiatives to identify, develop, retain, and reward talent, including the merit compensation process.
- Working titles at go-live of initiative
- Benefit/retirement eligibilities or enrollment

Changing as a part of Career Roadmap...

- More clarity about where each staff position fits in the career framework. Staff will have more confidence about where a job fits within the broader organization and what qualifications are needed for the next step in their career.
- New job function, subfunction, career band and career level associated with each staff position.
- New job profile name.



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

~400 employees



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



Q & A



Career Roadmap Components



- 1 Created three important tools: Career Framework, Career Band and Level Guide, and Job Catalog
- 2 Mapped positions to the newly established framework and ensured consistency
- 3 Priced Ohio State jobs to the external market to ensure competitiveness
- 4 Review the mapping in relationship to new pay ranges
- 5 Understand impacts of the regulatory compliance such as FLSA and CCS
- 6 Employee Review
- 7 Implementation



Complete



Not Started



Job Function	Broad group of occupational disciplines e.g., Finance				
Sub Function	Recognized occupational discipline e.g., Accounting				
Career Band	Individual Contributor Series			People Leader Series	
Career Band	Technical	Clinical	Specialized	Managerial	Executive *
Career Level					E5 N/A
					E4 N/A
					E3 N/A
					E2 N/A
					E1 N/A
				Manager 5, Accounting	
			Accountant 6	Manager 4, Accounting	
			Accountant 5	Manager 3, Accounting	
		C4 N/A	Accountant 4	Manager 2, Accounting	
		C3 N/A	Accountant 3	Manager 1, Accounting	
		C2 N/A	Accountant 2		
	Accounting Coordinator 4	C1 N/A	Accountant 1		
	Accounting Coordinator 3				
	Accounting Coordinator 2				
	Accounting Coordinator 3				

Career Framework

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

Reminder

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



Career Roadmap Work Dimensions

Profile

Summary statement of the career level providing important context

Knowledge

Knowledge of work and industry practices to successfully perform

Complexity

Degree of difficulty and scope required by the position



Staff
Employees

Autonomy

Level of supervision provided and interaction with leaders

- OR -



Managers

Impact

Degree of impact position has on the organization

Interaction

Degree of interactions with and influence on stakeholders

Education & Experience

Education and experience typically required to be successful in position



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 with moderate independence May be responsible for the training and orientation of 3 or more employees; typically 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 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 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: 3	Years of relevant experience required: 3 Preferred minimum years of relevant experience: 3
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

- 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



The elements of the career framework add up to a job profile



- Job Profile will change at CR go-live
- Working Titles will not change at go-live of Career Roadmap



Job Profiles draw upon components of 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 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 or 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

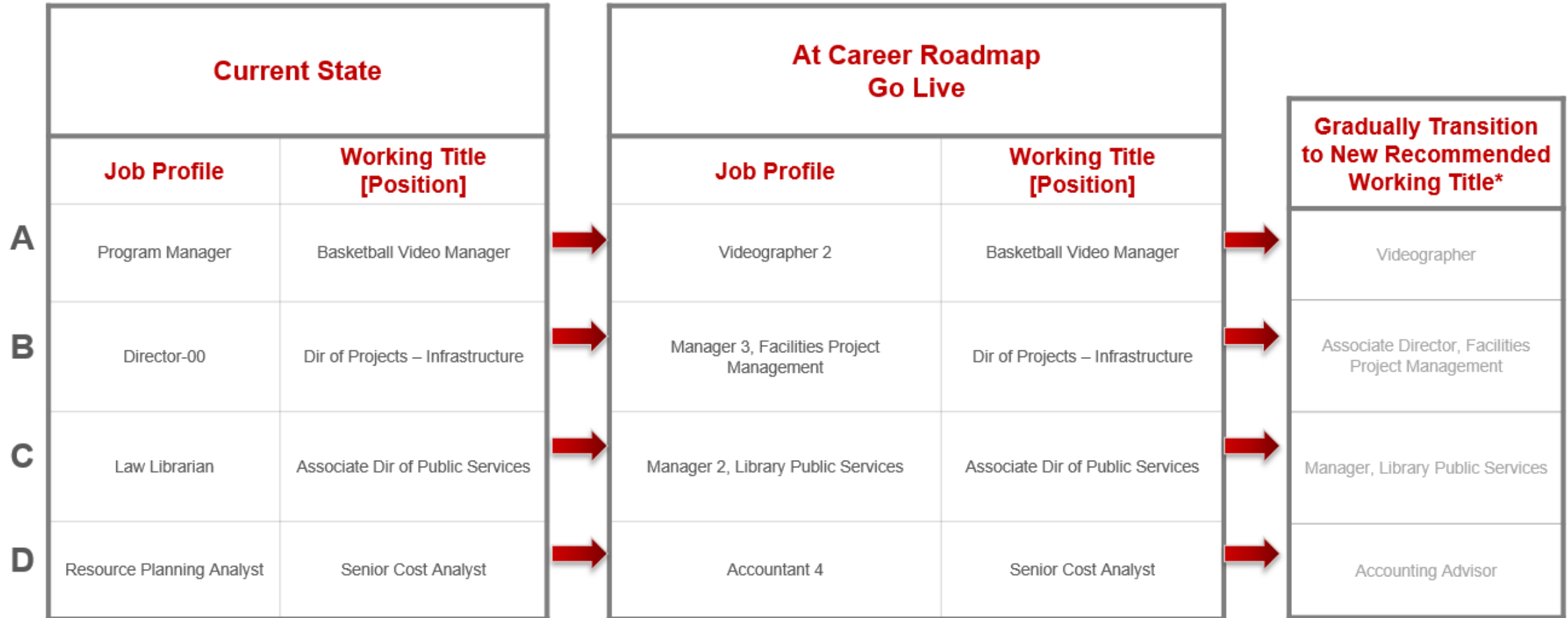
Career Level: S3 Senior Level – Fully experienced professional, typically the most prevalent job level, who applies industry knowledge and a thorough understanding of concepts, principals, and technical capabilities to perform tasks and projects, works on complex projects of large scope; may refer to 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.



Below is a portion of the Career Roadmap Job Titles Catalog. The full job catalog can be found on the Career Roadmap Website

<https://hr.osu.edu/wp-content/uploads/osu-job-catalog-and-job-code-table.xlsx>

Job Code Table						
The Ohio State University						
Job Function Name	Sub-Function Name	Career Band (spelled out)	Career Band	Job Profile Name	Job Title (Working Title)	Job Code
Academic Administration	Academic Program Services	Individual Contributor - Specialized	S1	Academic Program Services Specialist 1	Academic Program Services Specialist 1	ACAAPSS1
Academic Administration	Academic Program Services	Individual Contributor - Specialized	S2	Academic Program Services Specialist 2	Academic Program Services Specialist 2	ACAAPSS2
Academic Administration	Academic Program Services	Individual Contributor - Specialized	S3	Academic Program Services Specialist 3	Senior Academic Program Services Specialist	ACAAPSS3
Academic Administration	Academic Program Services	Individual Contributor - Specialized	S4	Academic Program Services Specialist 4	Academic Program Services Consultant	ACAAPSS4
Academic Administration	Academic Program Services	Individual Contributor - Specialized	S5	Academic Program Services Specialist 5	Academic Program Services Senior Consultant	ACAAPSS5
Academic Administration	Academic Program Services	Individual Contributor - Technical	T1	Academic Program Services Coordinator 1	Academic Program Services Associate Coordinator	ACAAPST1
Academic Administration	Academic Program Services	Individual Contributor - Technical	T2	Academic Program Services Coordinator 2	Academic Program Services Coordinator	ACAAPST2
Academic Administration	Academic Program Services	Individual Contributor - Technical	T3	Academic Program Services Coordinator 3	Academic Program Services Senior Coordinator	ACAAPST3
Academic Administration	Academic Program Services	Individual Contributor - Technical	T4	Academic Program Services Coordinator 4	Academic Program Services Lead Coordinator	ACAAPST4
Academic Administration	Academic Program Services	People Leader - Managerial	M1	Manager 1, Academic Program Services	Supervisor, Academic Program Services	ACAAPSM1
Academic Administration	Academic Program Services	People Leader - Managerial	M2	Manager 2, Academic Program Services	Manager, Academic Program Services	ACAAPSM2
Academic Administration	Academic Program Services	People Leader - Managerial	M3	Manager 3, Academic Program Services	Associate Director, Academic Program Services	ACAAPSM3
Academic Administration	Academic Program Services	People Leader - Managerial	M4	Manager 4, Academic Program Services	Director, Academic Program Services	ACAAPSM4
Academic Administration	Academic Program Services	People Leader - Managerial	M5	Manager 5, Academic Program Services	Senior Director, Academic Program Services	ACAAPSM5
Academic Administration	Academic Success and Enrichment	Individual Contributor - Specialized	S1	Academic Success and Enrichment Specialist 1	Academic Success and Enrichment Specialist 1	ACAASES1
Academic Administration	Academic Success and Enrichment	Individual Contributor - Specialized	S2	Academic Success and Enrichment Specialist 2	Academic Success and Enrichment Specialist 2	ACAASES2
Academic Administration	Academic Success and Enrichment	Individual Contributor - Specialized	S3	Academic Success and Enrichment Specialist 3	Senior Academic Success and Enrichment Specialist	ACAASES3
Academic Administration	Academic Success and Enrichment	Individual Contributor - Specialized	S4	Academic Success and Enrichment Specialist 4	Lead Academic Success and Enrichment Specialist	ACAASES4
Academic Administration	Academic Success and Enrichment	Individual Contributor - Technical	T1	Academic Success and Enrichment Coordinator 1	Academic Success and Enrichment Assistant	ACAASET1
Academic Administration	Academic Success and Enrichment	Individual Contributor - Technical	T2	Academic Success and Enrichment Coordinator 2	Academic Success and Enrichment Coordinator	ACAASET2
Academic Administration	Academic Success and Enrichment	Individual Contributor - Technical	T3	Academic Success and Enrichment Coordinator 3	Academic Success and Enrichment Senior Coordinator	ACAASET3
Academic Administration	Academic Success and Enrichment	Individual Contributor - Technical	T4	Academic Success and Enrichment Coordinator 4	Academic Success and Enrichment Lead Coordinator	ACAASET4
Academic Administration	Academic Success and Enrichment	People Leader - Managerial	M1	Manager 1, Academic Success and Enrichment	Supervisor, Academic Success and Enrichment	ACAASEM1
Academic Administration	Academic Success and Enrichment	People Leader - Managerial	M2	Manager 2, Academic Success and Enrichment	Manager, Academic Success and Enrichment	ACAASEM2
Academic Administration	Academic Success and Enrichment	People Leader - Managerial	M3	Manager 3, Academic Success and Enrichment	Associate Director, Academic Success and Enrichment	ACAASEM3
Academic Administration	Academic Success and Enrichment	People Leader - Managerial	M4	Manager 4, Academic Success and Enrichment	Director, Academic Success and Enrichment	ACAASEM4
Academic Administration	Career Services	Individual Contributor - Clinical	C1	Licensed Career Services Counselor 1	Associate Licensed Career Counselor	ACAC SVC1
Academic Administration	Career Services	Individual Contributor - Clinical	C2	Licensed Career Services Counselor 2	Licensed Career Counselor	ACAC SVC2
Academic Administration	Career Services	Individual Contributor - Clinical	C3	Licensed Career Services Counselor 3	Senior Licensed Career Counselor	ACAC SVC3
Academic Administration	Career Services	Individual Contributor - Clinical	C4	Licensed Career Services Counselor 4	Lead Licensed Career Counselor	ACAC SVC4



* The recommended working title will be adopted gradually as positions turn over. The recommended title will also have flexibility for updates through a Workday business process.



Q & A



How to map Ohio State position mapping to the Career Roadmap Framework

Job Description

Functions as the Financial Operations Senior Advisor overseeing the financial and accounting operations of the central administration and multiple units for the College of Arts and Sciences (ASC) including the following fiscal services: financial systems, reporting and internal controls, policies and regulations. Approves financial activity according to the designated signature authority. Develops and maintains central budget systems and budgetary policies. Supports the college in budget preparation, forecasting, identifying and implementing strategic initiatives. Oversees the college commitments, including tracking mechanisms, the preparation and dissemination of financial reports, and performs financial analysis. Collaborates with central leadership to create and analyze reports against performance to inform strategic planning and further initiatives. Works closely with college leadership including Deans, finance, human resources and advancement staff. Collaborates with unit Chairs, Directors, and Business Operations Managers on projects. Maintains financial databases, data interfaces and budget models within ASC for various funding initiatives. Participates and pro-actively engages as part of the ASC Finance team, working closely to coordinate efforts on budgeting and university policies and procedures and provide finance training support. Responsible for central administration financial and operational audits, enforcing compliance with established procedures and laws. Works with Internal Audit, units and ASC leadership to resolve audit and compliance matters. Compiles and submits internal audit responses.

Job Function Name	Job Function Code	Job Function Description
Academic Administration	ACA	Academic Administration provides a range of strategic and administrative enrollment processes and support programs and services that ensure effective intake of students, provide the means for success during the academic experience and after graduation. Includes development, delivery, measurement, evaluation, and continuous improvement to optimize effectiveness with relevant audiences. In any area, roles may focus on processes or programs serving domestic or international populations, underrepresented groups, honors and scholars, cross-disciplinary initiatives, etc.
Agricultural Operations	AGO	Agricultural Operations is responsible for managing programs, facilities, and sites devoted to improving soil, crop, plant, animal and environmental resources. Operations include farms, arboreta (or arboreta), greenhouses, branch facilities, forests, gardens and related areas. Supports educational, research and community programs. Provides agricultural businesses with resources for successful planning and management.

Read the Function and Subfunction description available in the job catalog

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
Requires work of technical (i.e., scientific, operational or creative) 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)
Formed within clearly defined guidelines and standards	Emphasizes in-depth knowledge, problem-solving 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 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
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				

Use the Career Band Guide to identify the correct band

Start with the Position description

Career Level Guide

Career Band: Individual Contributor Series - Specialized

Career Level	Entry	Experienced	Senior
Profile	Applies knowledge of theories, practices and procedures gained through education	Relies on a degree of professional experience	Fully experienced professional
	Still acquiring higher level knowledge and skills	Typically the most prevalent job level within Career Band	
	Develops competence by performing structured work assignments	May serve as informal resource for less experienced colleagues	
	Applies basic concepts, principles and technical capabilities to perform routine tasks	Applies industry knowledge and a thorough understanding of concepts, principles and technical capabilities to perform tasks and projects	
Complexity	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
Autonomy	Works under supervision and receives instructions	Receives general guidance; may receive more detailed instruction on new projects	Completes routine work independently; receives general guidance on new projects
		Work reviewed for sound reasoning and accuracy	Work reviewed for purpose of meeting objectives

Use the Career Level Guide to identify the correct level



Watch out!
Hybrid Roles
Outdated PDs

**Position #1**

- **Current Classification:** 6820
Program Manager
- **Working Title:** Program Manager
- **Reports to:** Associate Professor
- **Position Description:** Program Manager provides professional and administrative support to the program such as assisting with agenda creation for meetings, partnering with chairpersons to run the meetings, facilitate communication between the OSU program and external agencies. Promote the program's work via various channels. prepare annual report with recommendations for the improvement of the OSU program that assists specific groups in the community.
- **Total Reports:** 1





Position #2

- **Current Classification:** 6820
Program Manager
- **Working Title:** Assistant Director
- **Reports to:** Director Level
- **Position Description:** Acts independently in owning his/her own portfolio of events, with a focus on development events, ceremonies, dignitary visits, and other high-portfolio events and will supervise event Manager(s) who manage their own portfolio of similar events. Create processes and guidelines to bring consistency and standards to events
- **Total Reports:** 6





What is Market Pricing?

- Benchmarking Ohio State jobs against relevant competitors through credible survey vendors with a focus on base pay.
- Each job is assigned a market reference value.

Higher Education



Health System



Shared Services



Pearl Meyer



Surveys Dimensions (Scope Cuts)

Band	Dimension
Technical	Local (Ohio)
Specialized/ Clinical	Regional (Midwest)
Managerial	National (Revenue/FTE)



What is a Pay Range? Amount of pay an employee could earn for performing a particular job. A pay range has a minimum and a maximum reflecting labor market, level of skill required, employer need and other criteria.

Lowest salary to
be paid to jobs
falling in a pay
range or grade

Representative of
the market
median for a
given job

Highest salary to
be paid to jobs
falling in a pay
range or grade

Minimum

Midpoint

Maximum

\$75k

\$87.5k

\$100k

\$112.5k

\$125k



Position Mapping vs. Employee's placement in pay range

Position Mapping

Positions mapped to Career Roadmap job codes

Position Number: 00456745 (Accountant 1): Finance - Accounting - S2



Market Pricing

Pay ranges are added to the Career Roadmap job codes

Finance - Accounting - S2: Grade 17 - \$49,800 | \$66,400 | \$83,000

A: Is the individual holding the position within the pay range?

- Employee's salary is \$45,000 but range is \$49,800 | \$66,400 | \$83,000
- Below the range by \$4,800
- Evaluate if the position is mapped correctly. If so, College/Unit will begin working on bringing individual up to range minimum

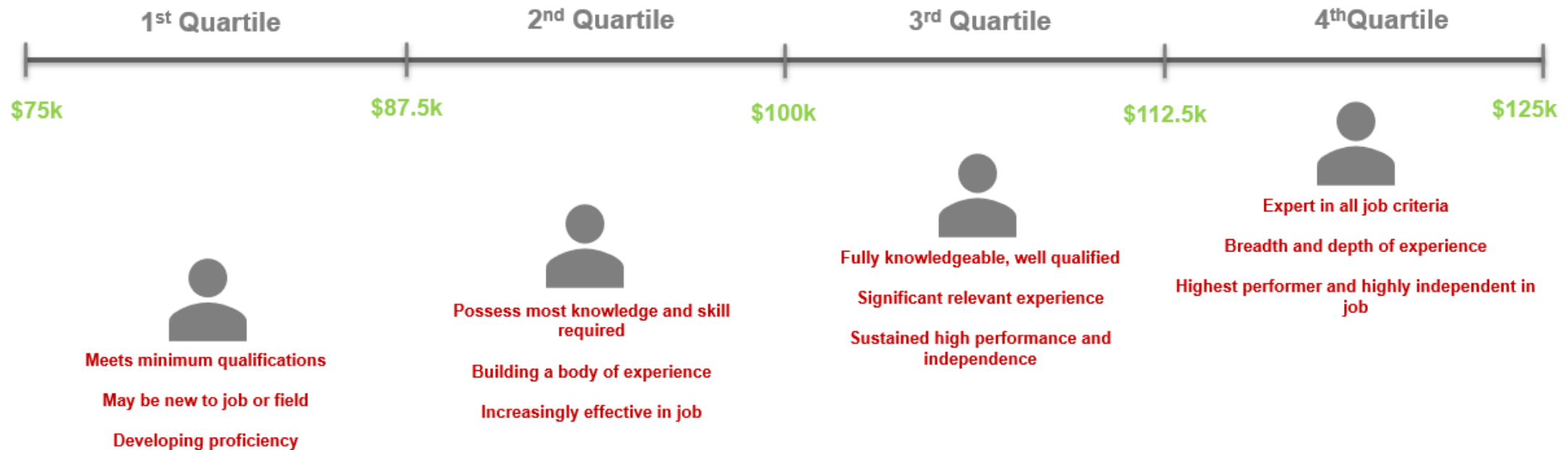
B: If the individual is within the pay range, where do they fall considering other factors?

- Level of knowledge
- Experience in the job
- Performance



How to use quartiles?

- Represents typical characteristics for employees found within each of the range quartiles
- Provides general guidance when each of the quartiles may be used for placement of new hires and promotions within range
- Note: conceptual framework may be augmented by additional concepts, metrics, or requirements as needed particularly for jobs hired in volume with a high degree of requirement consistency





Implementation Topic	Coordinated Approach
Above Pay Range Maximum	<ul style="list-style-type: none">Salaries above pay range maximum will be frozen until the pay range advancesOne-time payments (i.e., lump sum merit) will be offered in lieu of salary increases during annual merit
Below Pay Range Minimum	<ul style="list-style-type: none">No central funding provided to offset raise-to-minimum costsUnits <u>not</u> required to immediately move incumbents to range minimum - grace period to be defined *Below minimums will be addressed during grace period—merit, promotions, adjustments, and backfills
New Hires	<ul style="list-style-type: none">New hires and promotions must meet range minimums and maximums after Career Roadmap go-liveDuring grace period, new hires/promotions may be temporarily below minimum if similar peer are (limited)
Vacation Accrual Benefit	<ul style="list-style-type: none">Levels M3 / S5 + are designated as Sr A&PCurrent Sr A&P employees not mapped at M3 / S5 + maintain legacy benefit while in position

* Exceptions may apply e.g., grant funded positions



Q & A



Fair Labor Standards Act At a Glance

- FLSA was created in 1938 to protect workers
- US Department of Labor (DOL) enforces and interprets FLSA
- Because the law is old, public perception of the law can be very outdated. However, the law has been updated many times with the most recent update effective January 1, 2020
- Erroneous FLSA designations can subject employers to substantial fines and penalties.
- Applies to most employers in the private sector and federal, state and local governments



How does FLSA Protect Workers?

Sets a minimum hourly wage (national)

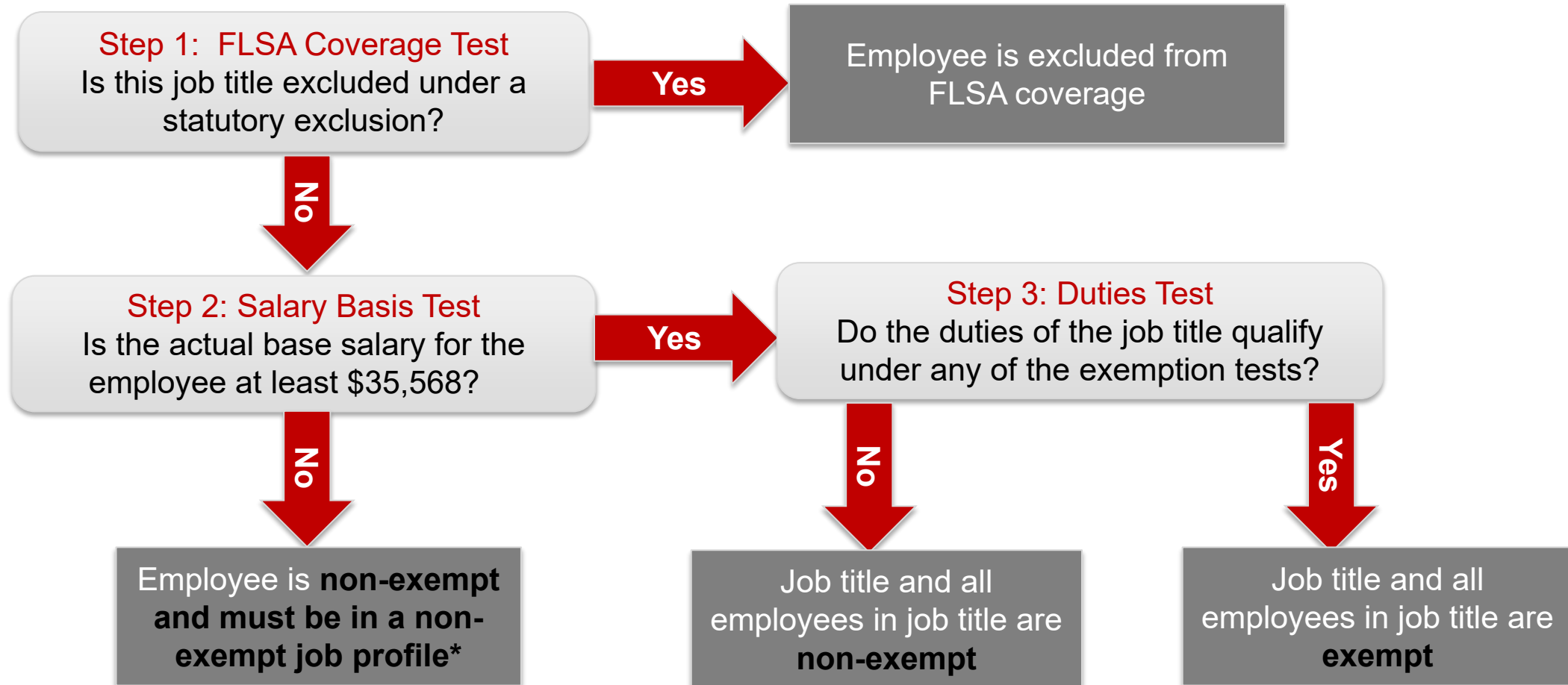
Sets a forty-hour workweek

Defines overtime rules and timekeeping requirements

- Establishes non-exempt as the default FLSA status and therefore eligible for overtime when more than 40 hours are worked in a workweek
- Requires employers to justify when a job will be exempt from overtime
- Defines the criteria for justifying exempt, specifically a minimum salary threshold and duties test



Determining FLSA Status



*In order to fully comply with FLSA, there will be restrictions on FTE reductions and reclassifications. Refer to slide 32 for details.



FLSA Duties Test

Administrative	Professional	Computer	Executive
<p>Primary job duties (51% or more) are...</p> <p>Performing non-manual work, manage “back office” general business operations and have independent decision-making authority on significant matters. This does not include routine or structured tasks such as bookkeeping, data tabulation or clerical duties.</p> <p>Regularly exercises independent judgement and discretion with respect to matters of significance directly related to management or general business operations.</p>	<p>Primary job duties (51% or more) are...</p> <p>Performing work that requires advanced knowledge/education in a field of science or learning or that requires invention, imagination, originality, or talent in a recognized field of artistic or creative endeavor. The advanced knowledge must be customarily acquired by a prolonged course of specialized intellectual instruction.</p> <p>Must regularly exercise independent judgement and discretion.</p>	<p>Primary job duties (51% or more) are...</p> <p>Involved in analysis, design, development and application of computers and related systems.</p>	<p>Primary job duties (51% or more) are...</p> <p>Must be management of a department or subdivision, which has a permanent status and continuing function. Job duties must be managing other people and their work. Should have freedom from direct supervision and spend a significant amount of time performing exempt duties.</p> <p>Must customarily and regularly supervise the work of at least two full-time employees or their equivalent.</p> <p>Must have the authority to hire and fire employees.</p>



Ohio State and FLSA:

- Jobs are designated exempt or nonexempt by the Office of Human Resources (OHR)
- Positions mapped to a job profile will adopt the job profile's exemption status; all employees in the same job profile will have the same FLSA status
- Employees cannot hold an exempt and non-exempt job at the same time
- Ohio State does not include overtime pay, bonuses, commission or other additional compensation when determining the base pay for the purposes of the FLSA pay threshold
- Ohio State must use the employee's actual FTE salary to determine if the FLSA threshold is met
- Total base pay across multiple **exempt** positions will fulfill FLSA threshold
- Reclassifications will not be allowed to:
 - Change a non-exempt employee to exempt in order to teach
 - Change an exempt employee to non-exempt in order to reduce FTE that results in salary below threshold



Classified Civil Service At A Glance

- Classified civil service introduced on state-wide basis in 1912 and Civil Service Act passed in 1913 to protect workers
- State Personnel Board of Review (SPBR) created in 1959 and oversees Classified Civil Service
- Civil service jobs are governed by the civil service rules in the Ohio Revised Code.
 - Section 3335 of the Ohio Revised Code pertains to The Ohio State University. Chapters 49, 52, 55, 57, 59, 65, 67, 73, 75, 79, 81, 83 and 89 are the rules for classified civil service.

Universities & CCS

Universities have the discretion to establish their own rules within the purview of the law. The Ohio State University rules for CCS are approved by The Ohio State University Board of Trustees and are promulgated in accordance with section III.15 of the Ohio Revised Code.

Rules for Classified Civil Service available at hr.osu.edu/policies-forms/rules-for-ccs

How does CCS Protect Workers?

Prevent unlawful terminations, reductions in compensation, etc.

Establishes process and rules for reduction in force

Establishes specific leave accrual rates and maximum carry forward balances

Establishes probationary periods



How does Compensation assign job family group and job family?

For staff titles, we need to consider Classified Civil Service first.

For staff titles not considered Classified, they will be Unclassified.

Each job is assigned one and only one of the following job family groups. Every employee in a job title will have the same job family.

Classified Civil Service	Unclassified	Executives Non-Board Purview
--------------------------	--------------	------------------------------

Within each job family group, there is a job family that is also assigned to each job. For example, Unclassified has four job families:

Administrative & Professional	Senior Administrative & Professional
Physician (FGP)	Physician (Non-FGP)



Within Unclassified, jobs that are S5, S6 or M3 and above will be designated as Senior Administrative & Professional.

Career Framework

Job Function	Broad Grouping of Occupational Disciplines				
Subfunction	Reorganized Occupational Discipline				
Career Band	Individual Contributor Series			People Leader Series	
	Technical	Clinical	Specialized	Managerial	Executive *
Career Level					E5 President
					E4 Executive Vice President
					E3 Senior Vice President
					E2 Vice President
					E1 Associate Vice President
				M5 Expert *	
			S6 Principal *	M4 Lead	
			S5 Expert	M3 Senior	
		C4 Lead	S4 Consult	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



What should managers know when they have employees who are non-exempt and/or Classified Civil Service?

- These employees are highly contributing team members and should not be considered less valued than their exempt or Unclassified colleagues
- Non-exempt employees must track all hours worked and must be paid overtime when time worked exceeds 40 hours in a workweek of Sunday through Saturday. Hours worked may include accepting calls after scheduled work hours end, required training and travel, etc.
- Non-exempt employees who work during the evening or weekend may also automatically qualify for shift differential or weekend differential pay.
- Managers are required to review and approve timekeeping entries. Non-exempt employees are paid on a biweekly basis in arrears.
- All Classified employees are non-exempt.
- Leave accrual for Classified employees must comply with the CCS Rules. Refer to the Paid Time Off policy 6.27 for details.
- There are restrictions for non-exempt or CCS employees such as performing additional work for the university, etc. It is best to confirm eligibility before committing.



- Offered to employees who are transitioning from exempt to non-exempt to help bridge the gap as a result of the change in pay frequency
- Eligible employees are offered a one-time opt in; must actively designate opt-in or opt-out
- Pay advance is equal to two weeks of pay at their FTE up to 80 hours total at their hourly rate
- Pay advance is repaid through payroll deduction over thirteen biweekly pay periods
- Employees who terminate/retire or take a position changing back to exempt will be required to repay full remaining amount (e.g., last paycheck)



Q & A



Employee Review Readiness and Manager's Role



The institution has been through several mapping stages to get position mapping right and ensure alignment and consistency

We Are Here



2019

2020*

2021*

Initial position mapping to the new Job Catalog created by ~350 stakeholders across the institution

Mapping by unit HR and managers using new CR tools such as the Job Catalog, Career Framework, Career Band and Level Guide, and Position Mapping Tool

~200 leaders conducted function calibration to ensure mapping consistency across 37 functions

Mapping by unit HR and leaders using the new CR salary structure and pay ranges

Unit mapping review after institution look of flagged audit items related to career levels

Senior leader alignment of aggregated mapping data

Unit mapping prep by HR, leaders, and managers for employee review including another look at position mapping

Employee Review

Assistant Deans

M5

Administrative Assistants

Chief Administrative Officers

Titles

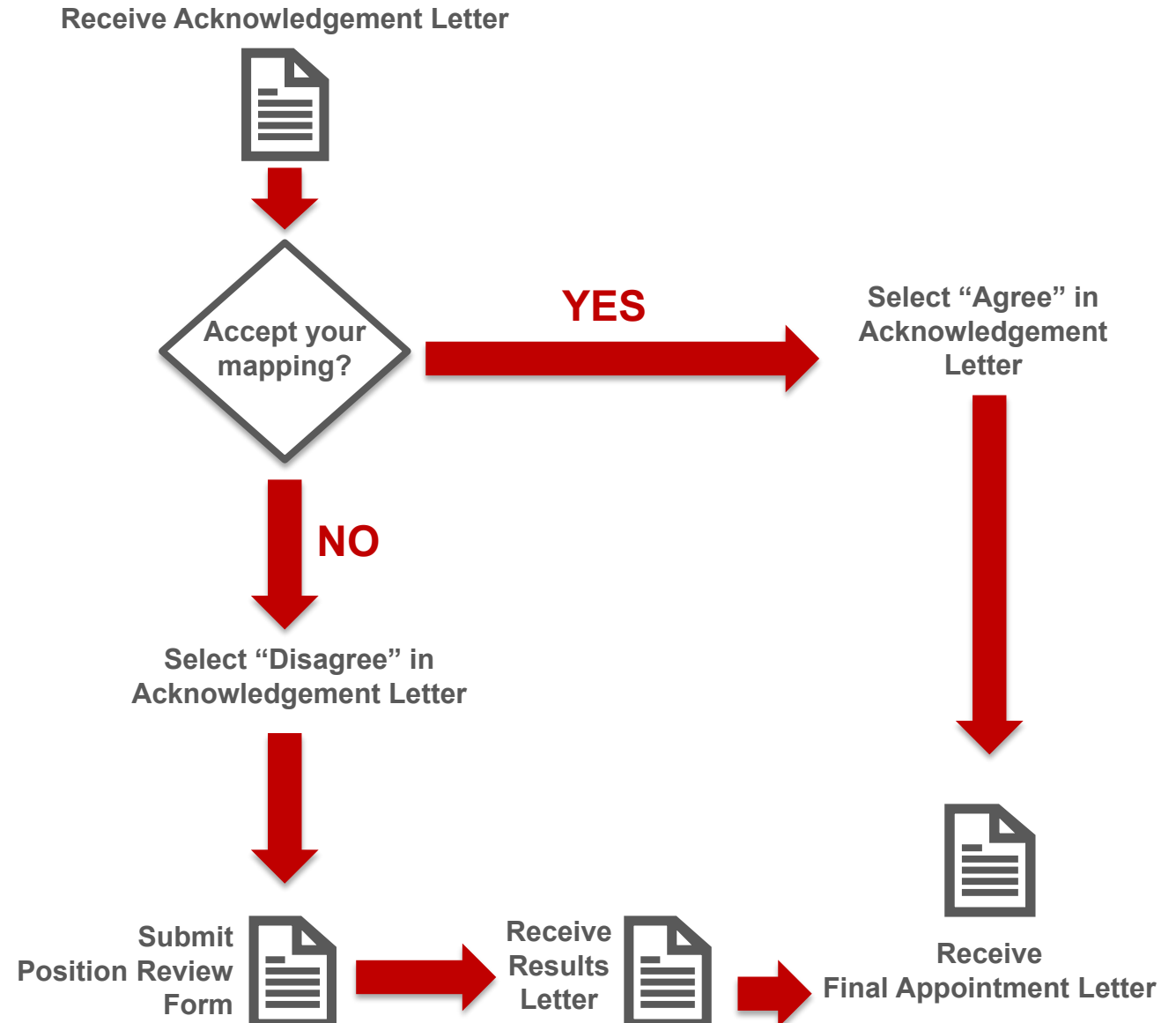
* Included a pause for COVID-19 and Workday implementation

In addition, deeper looks at specific topics have been conducted to ensure alignment



The employee review process:

- Is the opportunity for in-scope staff to see where their position is in the Career Roadmap framework and agree or suggest a change by providing information
- Will require employees, managers, and HR to have a role at certain points
- Will take place over 3 - 4 months
- Will utilize DocuSign to manage the workflow
- Will end in an appointment letter to a Career Roadmap classification for each in-scope staff member
- Occurs before the classification goes live in a system





1

Receive Acknowledgement Letter



YES



Select "Agree" in
First Review Letter



Receive

Final Notification Letter

NO

2



Select "Disagree" in
First Review Letter



3



Submit
Position Review
Form

4



Receive
Results
Letter



1

Receive and share the employee's Career Roadmap classification, provide clarity on the process, answer questions prior to receiving the Acknowledgement Letter via DocuSign

2

Understand why the employee may be considering to request a position review and provide guidance

3

Complete the manager section of the Position Review form, if the employee submits via DocuSign

4

Receive and share the employee's position review result, provide clarity, and answer questions prior to the employee receiving the Results letter via DocuSign



Managers Prepare

Employees Prepare

Employees Review

Outcomes

- ☐ **Understand** Career Roadmap basics
- ☐ **Understand** employee review process
- ☐ **Digest** position mapping data and offer feedback
- ☐ **Ready** to guide employees

- ☐ **Understand** Career Roadmap basics
- ☐ **Understand** employee review process
- ☐ **Know** what tools are available

- ☐ **Acknowledgement** of employee classification
- ☐ **Employee Request** for review of classification, *if needed*
- ☐ **Data** prepped for implementation of CR in Workday

Timing

October 2021 – TBD

TBD

TBD

Who

Manager

Employee

Manager, Employee, HR

Training*

- Manager Webinars (enterprise level)
- 10/12, 10/14
 - ☐ TBD (salary ranges and pay grades)
 - ☐ TBD (employee review deep dive)

- Employee Webinars (enterprise level)
- ☐ TBD
 - ☐ TBD
 - ☐ TBD

Additional sessions
as needed
TBD



Manager Readiness

- ✓ **Managers** understand Career Roadmap Framework and Position Mapping
- ✓ **Data** is ready to show up in employee notification letters
- ✓ **Manager, Unit Leader,** and **HR Partner** alignment has taken place

Understand Career Roadmap Framework & Position Mapping

- ☐ **Know** the basics of Career Roadmap
- ☐ **Understand** the high-level employee review process
- ☐ **Review** the tools and materials provided to ensure understanding
- ☐ **Ask** questions and identify any missing gaps regarding the process

Review Position Mapping for Direct Reports

- ☐ **Review** your team's position mapping using the tools and training provided
- ☐ **Identify** any needed changes for your direct report and provide justification

Consult with Leader/HR Partner for Possible Mapping Changes

- ☐ **Consult** with your HR partner on the review you completed and understand the thought process behind the current position mapping for your reports
- ☐ **Discuss & Identify** if changes are needed to the position mapping & work with HR to make updates as needed
- ☐ **Gain** alignment with your unit leader(s) and HR partner



Career Level Guide			
Career Band: Individual Contributor Series - Specialized			
Career Level	Entry S1	Experienced S2	Senior S3
Profile	Applies knowledge of theories, practices and procedures gained through education	Relies on a degree of professional experience	Fully experienced professional
	Develops competence by performing structured work assignments	Still acquiring higher level knowledge and skills	Typically the most prevalent job level within Career Band
Knowledge	Applies basic concepts, principals and technical capabilities to perform routine tasks	Utilizes general industry knowledge and 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

Career Roadmap Overview

- ### Career Roadmap Overview
- Career Roadmap is a modern compensation and job classification model developed by Ohio State to provide transparent career paths and pay ranges for staff. When implemented, Career Roadmap will enable to consistently guide how Ohio State hires, compensates and retains staff.
 - Potential employer will be drawn to an organization with clear, visible career paths, consistency in pay and promotion practices, and salary ranges that support a merit-based philosophy.
 - Employee engagement and morale are linked to having a reliable, transparent career framework for staff to navigate.

Recap of past activity

- Approximately 26,000 in-scope staff were mapped to the Career Roadmap framework and placed in a classification that identifies their function, subfunction, career band and level. These terms are new to Ohio State and defining them will be part of the training and communications for managers and employees.
- Not included in the scope of Career Roadmap are physicians, faculty, executives, athletic coaches, student employees or bargaining units.
- HR business partners and leaders provided input into how employees in their respective areas are mapped. This collaborative approach helped improve the mapping accuracy and ensure consistency across the organization.
- In addition, a functional alignment review by 200 function leaders was done to ensure consistency across the organization.
- A focus group review for leaders in spring and summer 2021 helped further improve the accuracy of how current staff are mapped.
- In light of this progress, President Johnson and the Board of Trustees approved moving forward with the Career Roadmap review.

Employee Review Period

- The employee review period is the next important step toward finalizing and implementing this multi-year initiative.
- This is the opportunity for staff to see where their position is in the framework and agree or provide new information suggesting a change.
- Preparation for employee review includes training for managers and staff.



THE OHIO STATE UNIVERSITY
HUMAN RESOURCES



Manager Talking Points

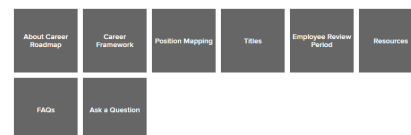
Career Roadmap

Career Roadmap is a comprehensive job family model and pay structure that will provide visibility to career paths for managers and staff to foster equitable, consistent compensation practices across the university and medical center. Career Roadmap will enable Ohio State to recruit, retain and inspire the talent needed to fulfill our mission.

When complete, Career Roadmap will give staff and managers a powerful new tool to develop themselves and their teams and build successful career paths at Ohio State.

Building Career Roadmap will require further collaboration and the details will continue to be refined throughout the project, with a targeted launch date in mid-2022.

Updates on Career Roadmap and the progress being made will be shared on this web page as well as multiple university and medical center communication vehicles, such as HR Now, onCampus Today, OSU Health Beat and others.

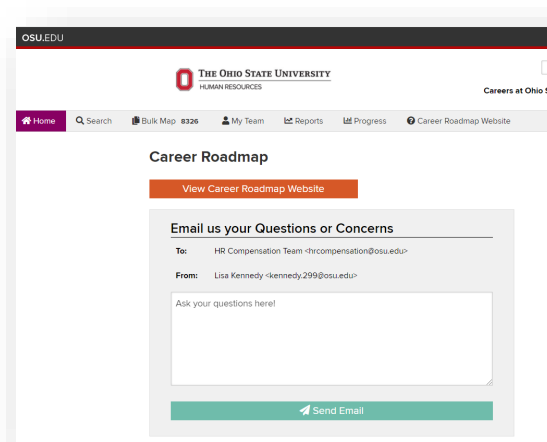


[FAQs](#)
[Bite Size learning Videos](#)
[Employee Review webpage](#)

Career Band & Level Guide

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Position Mapping Tool





When you log into the Position Mapping Tool, you'll be able to search for your employee, search results include the new job profile and current title, you'll notice some fields are intentionally blank.

<https://apps.hr.osu.edu/CareerRoadmap/>

Home

Search

Bulk Map 8326

My Team

Reports

Progress

Career Roadmap Website

Manager

Emplid:

First Name:

Last Name:

Email:

Position:

Search Results

Excel

PDF

Search:

	New Job Profile	Salary Grade	Salary Range	Current Salary	Position #	Current Title	Working Title	Name	Emplid	Cost Center
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Q & A



- 1 Created three important tools: Career Framework, Career Band and Level Guide, and Job Catalog
- 2 Mapped positions to the newly established framework and ensured consistency
- 3 Priced Ohio State jobs to the external market to ensure competitiveness
- 4 Review the mapping in relationship to new pay ranges
- 5 Understand impacts of the regulatory compliance such as FLSA and CCS
- 6 Employee Review
- 7 Implementation



Complete



Not Started



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Look for an email with links to tools + recording and slides discussed

For questions...

- Compensation Team HRCompensation@osu.edu
- Unit HR Partner <https://hr.osu.edu/transformation/hrsd/unit-support/>
- Career Roadmap Website <https://hr.osu.edu/career-roadmap/>

THANK YOU FOR YOUR PARTICIPATION!