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

Agenda and Presentation Team

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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
Introduction to Career Roadmap

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

**Salaries**

$41K - $127K
Q & A
Career Roadmap Components
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
### Career Framework

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

### Reminder

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

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**Components – CR Tools**

<table>
<thead>
<tr>
<th>Job Function</th>
<th>Broad group of occupational disciplines e.g., Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub Function</td>
<td>Recognized occupational discipline e.g., Accounting</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Career Band</th>
<th>Individual Contributor Series</th>
<th>People Leader Series</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Band</td>
<td>Technical</td>
<td>Clinical</td>
</tr>
<tr>
<td>Technical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clinical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specialized</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managerial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Career Level</th>
<th>Manager 5, Accounting</th>
<th>Accountant 6</th>
<th>Manager 4, Accounting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountant 5</td>
<td></td>
<td>Accountant 4</td>
<td>Manager 3, Accounting</td>
</tr>
<tr>
<td>C4 N/A</td>
<td></td>
<td>C3 N/A</td>
<td>Manager 2, Accounting</td>
</tr>
<tr>
<td>C2 N/A</td>
<td></td>
<td>C1 N/A</td>
<td>Accountant 1</td>
</tr>
<tr>
<td>Accounting Coordinator 4</td>
<td></td>
<td>C1 N/A</td>
<td>Accounting Coordinator 3</td>
</tr>
<tr>
<td>Accounting Coordinator 3</td>
<td></td>
<td></td>
<td>Accounting Coordinator 2</td>
</tr>
<tr>
<td>Accounting Coordinator 2</td>
<td></td>
<td></td>
<td>Accounting Coordinator 3</td>
</tr>
</tbody>
</table>

*Limited Roles*
Career Roadmap Work Dimensions

- Profile
  Summary statement of the career level providing important context

- Knowledge
  Knowledge of work and industry practices to successfully perform

- Complexity
  Degree of difficulty and scope required by the position

- Autonomy
  Level of supervision provided and interaction with leaders

- Impact
  Degree of impact position has on the organization

- Interaction
  Degree of interactions with and influence on stakeholders

- Education & Experience
  Education and experience typically required to be successful in position
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.

- Function (Finance)
- Sub function (Accounting)
- Career Band (Specialized)
- Career Level (S3)

= Career Roadmap Job Profile (Accountant 3)

- 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

### Components – CR Tools

<table>
<thead>
<tr>
<th>Job Catalog</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Image]</td>
</tr>
</tbody>
</table>

**Career Band Guide**

**Job Title** | Sr Analyst, Application Development
---|---
**Job Profile Code** | ITSAAP053
**Function** | Information Technology (IT5)
**Sub-Function** | Application Development (APD)
**Career Band** | Specialized (5)
**Career Level** | S3 (Level 3 Senior)
**FLSA** | Exempt
**Grade** | 13, midpoint $59,180 (example)

**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. Develops 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 prominent job level, who applies industry knowledge and a thorough understanding of concepts, principles, and technical capabilities to perform tasks and projects. Works on complex projects of large scope; may refer to precedents and defined parameters, completes routine work independently; receives general guidance on new projects, work 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
### Current State

<table>
<thead>
<tr>
<th>Job Profile</th>
<th>Working Title [Position]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Manager</td>
<td>Basketball Video Manager</td>
</tr>
<tr>
<td>Director-00</td>
<td>Dir of Projects – Infrastructure</td>
</tr>
<tr>
<td>Law Librarian</td>
<td>Associate Dir of Public Services</td>
</tr>
<tr>
<td>Resource Planning Analyst</td>
<td>Senior Cost Analyst</td>
</tr>
</tbody>
</table>

### At Career Roadmap

**Go Live**

<table>
<thead>
<tr>
<th>Job Profile</th>
<th>Working Title [Position]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Videographer 2</td>
<td>Basketball Video Manager</td>
</tr>
<tr>
<td>Manager 3, Facilities Project Management</td>
<td>Dir of Projects – Infrastructure</td>
</tr>
<tr>
<td>Manager 2, Library Public Services</td>
<td>Associate Dir of Public Services</td>
</tr>
<tr>
<td>Accountant 4</td>
<td>Senior Cost Analyst</td>
</tr>
</tbody>
</table>

### Gradually Transition to New Recommended Working Title*

<table>
<thead>
<tr>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Videographer</td>
</tr>
<tr>
<td>Associate Director, Facilities Project Management</td>
</tr>
<tr>
<td>Manager, Library Public Services</td>
</tr>
<tr>
<td>Accounting Advisor</td>
</tr>
</tbody>
</table>

*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

1. Start with the Position description

2. Read the Function and Subfunction description available in the job catalog

3. Use the Career Band Guide to identify the correct band

4. 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

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**Components – Position Mapping**

<table>
<thead>
<tr>
<th>Function</th>
<th>Subfunction</th>
<th>Career Band</th>
<th>Career Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td>Community Outreach</td>
<td>Technical</td>
<td>S1</td>
</tr>
<tr>
<td>Agricultural Operations</td>
<td></td>
<td>Clinical</td>
<td>S2</td>
</tr>
<tr>
<td>Information Technology</td>
<td></td>
<td>Specialized</td>
<td>S3</td>
</tr>
<tr>
<td>Business Planning &amp; Operations</td>
<td></td>
<td>Managerial</td>
<td>S4</td>
</tr>
<tr>
<td>Athletics</td>
<td>Data Analytics Science</td>
<td>Executive</td>
<td></td>
</tr>
<tr>
<td>Nursing</td>
<td>Venture Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business Operations</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**CR Job Profile:** Community Outreach Specialist 2
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

- Mercer
- Compass Data
- Western Management Group
- Cupahr

### Health System

- Mercer
- Integrated Healthcare Strategies
- Willis Towers Watson
- Sullivan Cotter
- Pearl Meyer

### Shared Services

- Mercer
- Culpepper
- Compass Data
- Aon

### Surveys Dimensions (Scope Cuts)

<table>
<thead>
<tr>
<th>Band</th>
<th>Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>Local (Ohio)</td>
</tr>
<tr>
<td>Specialized/</td>
<td>Regional (Midwest)</td>
</tr>
<tr>
<td>Clinical</td>
<td></td>
</tr>
<tr>
<td>Managerial</td>
<td>National (Revenue/FTE)</td>
</tr>
</tbody>
</table>
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

$75k

Midpoint

$100k

Maximum

$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
<table>
<thead>
<tr>
<th>Implementation Topic</th>
<th>Coordinated Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Above Pay Range Maximum</td>
<td>• Salaries above pay range maximum will be frozen until the pay range advances&lt;br&gt;• One-time payments (i.e., lump sum merit) will be offered in lieu of salary increases during annual merit</td>
</tr>
<tr>
<td>Below Pay Range Minimum</td>
<td>• No central funding provided to offset raise-to-minimum costs&lt;br&gt;• Units <em>not</em> required to immediately move incumbents to range minimum - grace period to be defined *&lt;br&gt;• Below minimums will be addressed during grace period—merit, promotions, adjustments, and backfills</td>
</tr>
<tr>
<td>New Hires</td>
<td>• New hires and promotions must meet range minimums and maximums after Career Roadmap go-live&lt;br&gt;• During grace period, new hires/promotions may be temporarily below minimum if similar peer are (limited)</td>
</tr>
<tr>
<td>Vacation Accrual Benefit</td>
<td>• Levels M3 / S5 + are designated as Sr A&amp;P&lt;br&gt;• Current Sr A&amp;P employees not mapped at M3 / S5 + maintain legacy benefit while in position</td>
</tr>
</tbody>
</table>

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

Step 1: FLSA Coverage Test
Is this job title excluded under a statutory exclusion?

Yes
Employee is excluded from FLSA coverage

No

Step 2: Salary Basis Test
Is the actual base salary for the employee at least $35,568?

Yes
Step 3: Duties Test
Do the duties of the job title qualify under any of the exemption tests?

Yes
Job title and all employees in job title are exempt

No
Employee is non-exempt and must be in a non-exempt job profile*

No
Job title and all employees in job title are non-exempt

*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

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

<table>
<thead>
<tr>
<th>Classified Civil Service</th>
<th>Unclassified</th>
<th>Executives Non-Board Purview</th>
</tr>
</thead>
</table>

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

<table>
<thead>
<tr>
<th>Administrative &amp; Professional</th>
<th>Senior Administrative &amp; Professional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician (FGP)</td>
<td>Physician (Non-FGP)</td>
</tr>
</tbody>
</table>
Within Unclassified, jobs that are S5, S6 or M3 and above will be designated as Senior Administrative & Professional.
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)
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.

**2019**
Initial position mapping to the new Job Catalog created by ~350 stakeholders across the institution.

**2020***
2020*
~200 leaders conducted function calibration to ensure mapping consistency across 37 functions.

**2021***
2021*
Unit mapping review after institution look of flagged audit items related to career levels.

* 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
Receive Acknowledgement Letter

1. Accept your mapping?
   - YES: Select “Agree” in First Review Letter
   - NO: Select “Disagree” in First Review Letter

2. Submit Position Review Form
3. Receive Results Letter
4. Receive Final Notification 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
### Employee Review Readiness – Managers Role

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

#### Employees Prepare
- **Understand** Career Roadmap basics
- **Understand** employee review process
- **Know** what tools are available

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

**Outcomes**

**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

*Note: This training is in addition to any training the unit will provide*
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
Several tools can be leveraged to assist managers:

- **OSU Job Catalog**
- **Career Band & Level Guide**
- **Manager Talking Points**
- **FAQs**
- **Bite Size learning Videos**
- **Position Mapping Tool**
- **Employee Review webpage**
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/
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
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

- **Know** the basics of Career Roadmap
- **Understand** the high-level employee review process
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- **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 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
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!