

# The Ohio State University Human Resources 2018-2023 Strategic Plan

Finalized: May 16, 2018

*Delivering HR Excellence. Inspiring People. Leading Change.*



**THE OHIO STATE UNIVERSITY**  
HUMAN RESOURCES



HR.OSU.EDU

1590 N. High Street, Suite 300 | Columbus, OH 43201 | 614-292-1050

# Table of Contents

A message from the Senior Vice President, Talent, Culture & Human Resources .....	3
Human Resources Overview .....	4
External Strategic Scan .....	5
Strategic Focus Areas .....	7
HR Excellence .....	8
Talent Management .....	9
Total Rewards .....	10
Foundational Themes .....	11
HR Alignment with Institutional Strategic Imperatives .....	12

## A message from the Senior Vice President, Talent, Culture & Human Resources

The Human Resources strategic plan 2018-2023 reflects input from internal stakeholders and the collaborative effort of the HR executive leadership team, HR Council, senior HR professionals and a diverse group of HR managers, supervisors and subject matter experts. It also represents a collective desire to enhance the Ohio State experience for the approximately 40,000 faculty, staff and student employees across 6 campuses, 42 colleges/VP units and Wexner Medical Center as well as prospective employees.

Human Resources at Ohio State (2018-2023) will focus on three strategic focus areas:

- HR Excellence
- Talent Management
- Total Rewards

In addition to the strategic focus areas, we will continue to strengthen several foundational themes of the HR organization, which include Change Management, Communication, Compliance/Management of Risk, Culture and Diversity & Inclusion. These areas of focus along with the foundational themes align directly with Ohio State's [Strategic Plan Time and Change](#) and are very important to achieving the academic, medical and professional needs of future generations.

Human Resources serves a unique and pivotal role in ensuring stewardship of our people and creating the best workplace environment possible for the individuals at the core of what makes Ohio State one of the most respected institutions in the country, and in the world. It is a responsibility and indeed a privilege that we take seriously as HR professionals in contributing to the success of this great institution.

Strategic partnership with every college and unit leader is key to achieving the goals we have set for advancing our operations and towards strengthening our reputation as a workplace where every faculty, staff and student employee contributes their best work.

I share a strong commitment with the entire HR team to set a deliberate pace for prioritizing and delivering the initiatives of this plan. We will invest our resources to achieve the goals outlined. As new opportunities arise, we will consider those in alignment with the strategic focus areas and make decisions accordingly.

For more information about the breadth of professional [HR services](#) offered to Ohio State employees from recruiting, mitigating employment concerns, to offering affordable, quality benefits and fostering an ongoing culture of learning, I invite you to explore the Human Resources [website](#).

Regards,

*Susan Basso*

Senior Vice President  
Talent, Culture & Human Resources



# THE OHIO STATE UNIVERSITY

## HUMAN RESOURCES

Human Resources aligns with the university [mission, vision and values](#) and the university's strategic plan [Time and Change](#).

**Mission:** We provide proactive HR services and strategic solutions that create an environment inspiring pride, diversity and accountability, while also enabling faculty and staff to focus on the core mission of The Ohio State University.

**Vision:** We deliver the strategic talent and culture framework that drives employee inspiration, student success and global solutions.



## External Strategic Scan

National and regional trends influence the climate of Human Resources in higher education and encompass a wide range of stakeholder interests. In addition, state and federal laws create a complex legal and political framework in which employers operate. This combination of rapidly changing factors directly affect HR and the need to actively monitor and respond appropriately to be compliant as well as to effectively design for the future.

### **Workforce Landscape in Higher Education**

Workplace trends in higher education long had predictable approaches to its faculty and staff workforce: Faculty were largely tenure-track, stayed at one institution their entire career and for the most part were devoted to research, teaching and service. Staff also tended to be long-time employees, and focused on traditional areas specific to student, business or alumni affairs.

Today faculty and staff are increasingly mobile across institutions and countries. Technology has altered the nature of on-campus work with increased automation and an increase in staffing around technology and infrastructure. As well, the unionization of various employee groups is a national trend. These shifts will continue to influence the overall campus experience, including innovation, research, teaching and learning.

Fostering an inclusive environment, one that embraces diversity, is also an important national trend. According to the US Department of Labor, US employers will need 30 million new college-educated workers by 2020. New entrants to the workforce are smaller in number than baby boomers and many lack skills employers need. By 2020, 70-75% of the workforce will be millennials.

Facilitating conversation and ideations on the topic of diversity to move from learning and understanding to implementation of key strategies is the next step in advancing progress. People of color make up nearly 33% of the workforce today. By 2045, there will be no racial majority in the U.S. workplace.

Talent management, including attracting, recruiting, onboarding and retaining top talent to contribute their best work, is an ongoing HR challenge for employers globally as all compete to secure expertise and experience. A key component of retention is developing faculty and staff to elevate our organization and drive greater engagement. Additionally, there is an important HR role in leading change to successfully implement and adapt to new policies technology and new ways of working as the workplace continues to evolve.

### **Government Regulations and Compliance**

Both federal and state government regulation, as well as other compliance requirements will continue to impact higher education. Over the past decade, Congress, the U.S. Department of Education and the State of Ohio have implemented mandates, reporting requirements and regulations with which higher education and medical institutions must comply. This is in addition to expectations from the Department of Labor, to which all employers must legally adhere.

## **Financial Challenges**

State subsidy revenue has declined in recent years and there is continued pressure on government revenue sources to improve student affordability and reduce debt of graduates.

The increasing cost of healthcare nationally continues to impact benefit costs to both employers and employees as well as benefit design to help manage large increases in premiums. The continuing rise of pharmaceutical expense, higher utilization, chronic conditions and medical inflation are contributing factors. In addition to the rising costs of healthcare, there are increasing pressures to provide affordable and accessible care and coverage through optimization of provider networks as well as the value-based reimbursement model of Medicare/Medicaid, which is important to health systems nationwide.

## **Technology**

Information is a key resource for all enterprises. From the time data is created and shared to when it is destroyed, technology plays a significant role. Due to the volume of personal and institutional data managed by universities, not unlike other industries, higher education is susceptible to data breaches, phishing attempts, scams and threats that pose risk to consistently securing data.

The need for advanced technology and streamlined systems that can be agile and responsive to changing business needs along with incident response plans are crucial to combat potential threats. Improvements to the data infrastructure will streamline processing improving processes/operations to be more efficient, and improve reporting capabilities university-wide to influence data-driven decisions. Importantly, technology has the ability to revolutionize and improve the employee experience through the transformation of business processes that ensure policy adherence and data quality.

In summary, the need to provide leadership and support to key organizational initiatives to transform the way we conduct business in HR is critical. By modifying our processes and structure to be more reliable, responsive and increasingly strategic, we will provide greater support for our colleagues and elevate the role of HR professionals throughout the university.

To meet this challenge, many higher education organizations have successfully moved to an HR shared services delivery environment. Over time, the university has engaged internal and external experts to assess trends along with evaluations of our HR service delivery model and have advised a move in the direction of more strategic HR coupled with effective, efficient and reliable transactional services.

## Strategic Focus Areas

Over the next five years, HR is committed to strengthening our capability in three strategic focus areas, HR Excellence, Talent Management and Total Rewards to advance the HR mission at Ohio State. We will also prioritize five core foundational elements key to the implementation and delivery of the plan, to include: Change Management; Communication; Compliance/Management of Risk; Culture; and, Diversity & Inclusion.

HR Excellence	Talent Management	Total Rewards
<ul style="list-style-type: none"> <li>• Employee Experience</li> <li>• HR Community of Practice</li> <li>• HR Service Delivery Model</li> <li>• Policy &amp; Process</li> <li>• Systems Data &amp; Operations</li> <li>• Transactional Efficacy</li> </ul>	<ul style="list-style-type: none"> <li>• Employer Branding</li> <li>• Engagement</li> <li>• Onboarding</li> <li>• Performance Management</li> <li>• Professional &amp; Leadership Development</li> <li>• Strategic Talent Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Compensation &amp; Classification Redesign</li> <li>• Executive &amp; Physician Compensation</li> <li>• Health Care Benefits</li> <li>• Retirement Benefits</li> <li>• Well-Being</li> </ul>

Change Management
Communication
Compliance/Management of Risk
Culture
Diversity & Inclusion

\*Action Steps & Foundational Themes listed in alphabetical order

In order to achieve the objectives for each of these areas, it will be imperative to develop the necessary tools, systems, processes and best practices to prepare HR professionals to anticipate and proactively address internal and external environmental changes.

Additionally, each strategic focus area will form a task force to develop a detailed roadmap for how to accomplish and measure the success of each of the action steps.

---

### ***HR Excellence***

---

**Goal:** Improve the employee experience through transformed HR core processes that deliver strategic HR services and transactional accuracy and efficiency.

**Desired Outcome:** A sustainable and fiscally responsible, high-performing and inclusive HR model across the university and academic health care.

**Action Steps:**

**Employee Experience** – Exceed stakeholder expectations through timely, accurate and excellent service.

**HR Community of Practice** – Advance the concept of a unified team of HR professionals that serve the institution broadly with a high degree of trust and credibility.

**HR Service Delivery Model** -- Implement a modern HR service delivery model to support the current and emerging workforce. Redefinition of the HR Partner role will provide strategic support and guidance for leadership across the institution.

**Policy & Process** – Define and implement best practice improvements that ensure the quality and usability of equitable policies, procedures and guidelines as well as ensure they keep pace with modern workforce trends.

**Systems Data & Operations** – Advance the use of technology and systems, including the [Enterprise Project](#) implementation of Workday and other enhancements to drive data informed decisions.

**Transactional Efficacy** – Ensure routine HR processes produce timely, reliable, consistent results for an excellent employee experience.

---

## **Talent Management**

---

**Goal:** Attract, engage, and retain a dynamic and diverse workforce – targeting the right talent, developing the best performers, while ensuring an exceptional employee experience for everyone.

**Desired Outcome:** A high-functioning, institution-wide talent management approach aligned to a common set of principles that leads to quality recruitment and intentional retention of a diverse workforce.

### **Action Steps:**

**Employer Branding** – Create and communicate an employee value proposition as part of a Talent Acquisition strategy that reflects Ohio State as an employer of choice for both passive and active job seekers as part of recruiting and attracting top talent.

**Engagement** – Cultivate a workplace culture where employees contribute their best work to advance their personal success and that of Ohio State. Measure engagement via faculty and staff assessments.

**Onboarding** – Create a consistent new hire experience emphasizing the mission and values and traditions of the institution along with a focus on compliance expectations for all newly hired faculty and staff aligned with critical resources needed to be successful and deliver a warm buckeye welcome.

**Performance Management** – Create a process that reflects a culture of individual and organizational accountability enabled by ongoing supervisor/manager feedback and dialogue.

**Professional & Leadership Development** – Advance comprehensive learning opportunities throughout an employee’s career, inclusive of mentoring and training partnerships as part of an ongoing, regular cadence of programming utilizing in-person and online role centric programs that leads to the growth of employees.

**Strategic Talent Planning (Workforce Planning)** – Design a systematic process for identifying and addressing workforce plans that assess current resources, predict future resource needs and drive consistency.

---

## **Total Rewards**

---

**Goal:** Ensure competitive Total Rewards while balancing fiscal responsibility.

**Desired Outcome:** A robust salary administration program and a full suite of high quality and affordable health care, wellness and retirement benefits delivered in partnership with strong vendors and our academic health care partners.

**Action Steps:**

**Compensation & Classification Redesign** – Create a comprehensive pay structure and job family model to ensure equitable and consistent [compensation](#) practices for staff that remains market competitive.

**Executive & Physician Compensation** – Continue to advance consistent management of compensation guidelines and philosophies that drive key performance results.

**Health Care Benefits** – Deliver high quality, affordable [medical plans](#) for employees and their families; through utilization of an accountable care model in partnership with our academic medical center.

**Retirement Benefits** – Administer and design consistent, consolidated and compliant [retirement programs](#) that provide meaningful choice for long-term savings and benefits.

**Well-Being** – Provide opportunities for employees and their dependents to improve and sustain their overall well-being consistent with the [One University Health and Wellness Strategic Plan](#).

---

## ***Foundational Themes***

---

Each of the core foundational elements listed below are key to the implementation and delivery of the strategic focus areas of the plan, and will be critical to our long-term success.

- **Change Management** – Approach change in a deliberate and courageous manner to ensure efforts are thoroughly and smoothly implemented; and, lasting benefits are achieved and sustained.
- **Communication** – Commit to transparent, timely and authentic communications and provide opportunities for feedback.
- **Compliance/Management of Risk** – Appropriately monitor and manage risk of both individual and organizational compliance.
- **Culture** – Promote a culture that supports a respectful and collaborative workplace environment consistent with university-wide values.
- **Diversity & Inclusion** – Champion the understanding that diversity and inclusion are essential components of our excellence.

## HR Alignment with Institutional Strategic Imperatives

Human Resources Deliverables	University Strategic Planning Themes					Medical Center Strategic Planning Themes					
	Teaching & Learning	Access, Affordability & Excellence	Research & Creative Expression	Academic Health Care	Operational Excellence & Resource Stewardship	Talent	Biomedical Discovery	Innovative Multi-Discipline Education	Health Care Delivery Model	Healthy Community	Stewardship
HR Excellence	✓	✓			✓	✓	✓				✓
Talent Management	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Total Rewards		✓	✓	✓	✓	✓			✓	✓	✓

\* Subjective illustration of HR strategic focus alignment with institutional strategic imperatives, not intended to be inclusive nor exclusionary.

