

**THE OHIO STATE UNIVERSITY**

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HUMAN RESOURCES

# Career Roadmap: Titling Approach

September 2021



## Title Advisory Group Mission:

Recommend and support a titling method that advances Ohio State’s culture

### Core Theme (Concern)

The draft Career Roadmap titles looked like a demotion compared to current titles.

Draft Career Roadmap titles didn’t seem to reflect industry norms, or the work performed.

Without my current title, my external interactions will be more difficult, and I’ll feel undervalued and demoralized.

The only way I can advance my career is to find a position with enough reports to get mapped to the M band.

I manage a program or a small team. Why can’t I be mapped to the M band?

General lack of awareness regarding opportunity for working title.

USAC survey and feedback – change impacts a lot of people; however, the degree of change impact is mixed

### Implementation Principles:



Internal consistency



Cultural/market relevance



Balance short and long-term impacts



Fiscal and operational impact stewardship



Clear guidelines for any use of working titles



## **All Solutions Needed to Address these Areas:**

1. Job catalog title approach (e.g. hold the course, overhaul, update existing catalog, etc.)
2. Working titles (i.e. degree of use, degree of flexibility)
3. Conversion of current working title when moving to Career Roadmap in Workday (e.g. keep or start fresh)



Consideration	Recommendation
1) Job Catalog Approach	<ul style="list-style-type: none"><li>• Overhaul Career Roadmap job profile titles</li></ul>
2) Working Title Approach	<ul style="list-style-type: none"><li>• Long-term goal is to use job profile title where possible</li><li>• Moderate flexibility for working titles:<ul style="list-style-type: none"><li>• University level guidance</li><li>• Function level guidance (where needed)</li><li>• Unit level guidance (as appropriate)</li></ul></li><li>• Provide recommended working titles within job catalog</li></ul>
3) Working Title Conversion	<ul style="list-style-type: none"><li>• Review current working titles to determine if they meet moderate flexibility guidelines, change as needed prior to Career Roadmap implementation</li><li>• Retain current working titles, as appropriate, at time Career Roadmap launches in mid-2022</li></ul>
4) Other Considerations	<ul style="list-style-type: none"><li>• Two team members minimum requirement for managerial career band</li><li>• Continue socialization of dual career path within the Career Framework to emphasize dual career path opportunity. See <a href="https://hr.osu.edu/career-roadmap/career-framework">hr.osu.edu/career-roadmap/career-framework</a></li><li>• Continue to socialize that Managerial career band relates to <i>people</i> management</li></ul>

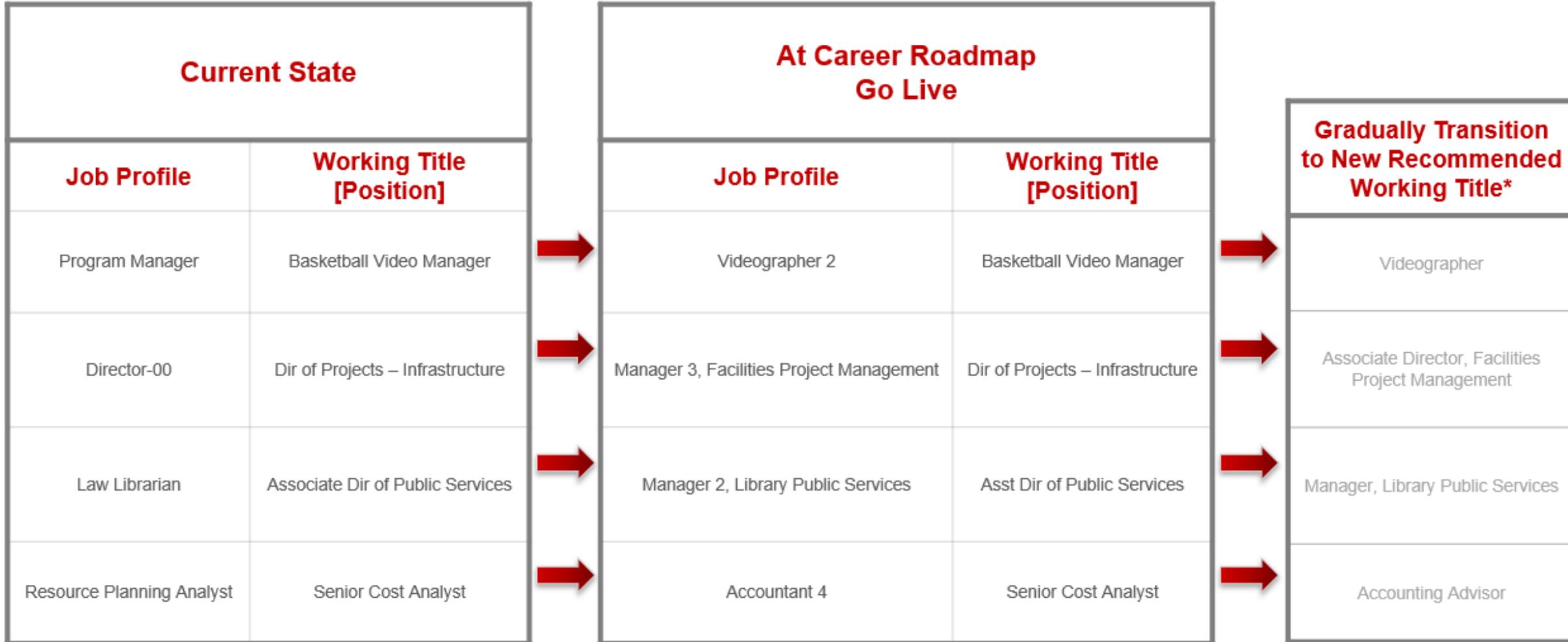


## Working Titles should:

1. Match the position description
2. Reflect the field or discipline
3. Be used if greater clarity is needed than the job profile title provides
4. Be consistent with professional and industry practice
5. Be clear about a position's internal and external business interactions

## Working Titles should not:

1. Misrepresent the university or the authority of the position
2. Duplicate a title that is used in a different field or discipline
3. Use titles reserved for executives
4. Be overly granular and wordy



\* 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.



Thank you for your time with this learning session.

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**[hr.osu.edu/career-roadmap/resources](https://hr.osu.edu/career-roadmap/resources)**