ESAC Forum
February 25, 2020
Marie Mead, Executive Director Finance and Chief of Staff
Heather Miller, Human Resources Business Partner
Jennifer McLendon, Compensation Consultant
Agenda

Enterprise Project - Workday
HR Service Delivery
Career Roadmap
Questions
Enterprise Project Overview

Marie Mead
ENTERPRISE PROJECT SCOPE

Work is organized into the following areas:

- Student
- Human Resources and Payroll
- Finance and Supply Chain Management
- Technology and Business Intelligence, Analytics and Reporting
- Organizational Change Management
Workday is a single, easy-to-access system for Ohio State’s finance, supply chain, HR, payroll and student information and processes.

The **benefits** of Workday for Ohio State include:

- Automatic updates at least twice a year to keep us current
- Mobile friendly and secure access to information
- Improved data quality, visualization and reporting
- Greater visibility into university transactions and processes
WORKDAY LAUNCH

JUNE 2020
WORKDAY HR AND PAYROLL

JULY 2020
WORKDAY FINANCE AND SUPPLY CHAIN

JUNE 2023
WORKDAY STUDENT (PLANNED START)
SO…

WHAT’S CHANGING FOR ME?
TODAY

I NEED TO...

- buy supplies
- hire someone
- take vacation or sick time
- view my paycheck
- submit a travel request.

eRequest  HRA  eLeave  PeopleSoft  eTravel

The Ohio State University

Enterprise Project
WITH WORKDAY

I NEED TO...

- buy supplies
- hire someone
- take vacation or sick time
- view my paycheck
- submit a travel request

workday

Enterprise Project
WHAT TO EXPECT

• New chart of accounts that is more intuitive
• Downtime during transition – further details on dates and work-arounds released shortly
• Training for users – on-demand, classroom and labs
  • Business managers have taken Tableau training
  • Training upcoming on chart of accounts
• Assigning security roles now
WORKDAY QUESTIONS

• Will faculty be entering their own purchasing requests into Workday?
• What systems will be integrated into Workday?
• How does this affect me and add to my workload?
HR Service Delivery
Heather Miller
HR Service Delivery – Why We’re Transforming

EMPLOYEE EXPERIENCE
Moments that matter to employees will be delivered in a seamless and consistent manner across the university through a variety of channels.

CONSISTENT AND STREAMLINED PROCESSES
Consistent and streamlined processes across the university and medical center will offer necessary flexibility in delivering HR support.

DATA AND TRANSACTION INTEGRITY
New data governance structures and related automated internal controls will maintain quality data and decrease transaction errors.

CAREER PROGRESSION
We will enable clear career pathways within HR, and will increase bandwidth for HR professionals to support career progression strategies in the units.

RISK REDUCTION
We will reduce operational, security, compliance, and financial risk across the organization.
HR Service Delivery

What service delivery IS

- Exceptional employee experience; designing what and how future state HR services will be delivered
- Ensure efficient HR service by defining consistent HR roles across the university
- Create efficient and effective HR operations by moving to one shared service center
- Streamlined technology, process and metrics to improve HR service and meet organizational needs

What service delivery is NOT

- Centralizing all of HR
- Cutting costs – e.g., layoffs
- Moving to a single multi function service center with Finance
Advancing Unit Priorities

Delivering Unit Services

Facilitating Consistent Solutions

Serving the Employee Life Cycle with Core Services
Proposed Future-State HR Model*

*Role list is not exhaustive, titles are not final and picture does not indicate number of positions.
College / Department Impact

- Roles impacted:
  - HR Director (1), HR Managers (4), HR Generalist (5), HR Associate/Administrative (11), HR Specialist (2), Service Center (5)

- Engineering embedded HRPs:
  - 1 HR Business Partner
  - 6 HR Consultants
  - 1 Talent Acquisition Consultant

- Transition Plans
HRSD Questions

• Will faculty be entering their own HR requests in Workday?
• How will hiring graduate students and undergraduate students occur?
• What systems will be integrated into Workday beyond HR?
• What is the reason for having a Consultant position?
Career Roadmap

Jennifer McLendon
Career Roadmap is a comprehensive job family model and compensation structure designed to attract and retain talent to the university.

Visible career paths
- Career path opportunities seen through a new Career Framework for better talent discussions

Common Language
- A common to describe jobs and career levels across the Campus and the Medical Center

Market Relevance
- Consistent alignment of jobs to market competitive salary structures for informed decision making

Over time, Career Roadmap will help leaders better address workforce needs and enhance Ohio State’s reputation as an employer of choice.
Our current state is not sustainable...

**Internal Job Classification:**

Current Structure designed in mid 1970s
Over 2000 disconnected job classifications results in wide use of working titles and title inflation

Lack of internal equity within similar jobs across units

**Market Relevancy:**

Lack of standardization of job classifications make it difficult to have successful matches and benchmark jobs

Inconsistent market pricing causes us to under pay (lose talent) or overpay (financial stewardship)

**Employee Perception:**

Employees want transparent career paths as well as requirements and experiences needed for growth opportunities

2008: 72.6% of respondents indicated they felt OSU did not have clear career paths & opportunities for promotion

2011: 73.6% of respondents said the same thing
Career Roadmap Outcomes:

- **Career Framework** to provide consistent way to level and value jobs
- **Job Catalog** organized into job functions and subfunctions
- **Salary Structure** aligned to all jobs via survey benchmarking
- **Salary Administration Policy** updated for Career Roadmap
- **Annual Review Process** updated to keep Career Roadmap market relevant
A compensation base pay program is the foundation for successfully operating in any organization.

Is our base pay program delivering a consistent, market competitive guideline that promotes career opportunities and strategic planning?

- **Hire Process**: Understanding the specific level you’re recruiting for compared to existing talent
- **Merit Increase**: Keeping up with market through a defined salary structure that is reviewed regularly
- **Promotion**: Promoting key talent based on levels within career framework & allowing for strategic planning within units like succession planning
- **Retention**: Offering market competitive salaries to reward and retain key talent
- **Career Fulfilment**: Allowing staff to plan their career goals through a well-defined career ladder

The Ohio State University & Medical Center: 1.3-Billion-dollar gross payroll cost.
As a result of Career Roadmap:

✔ Jobs will not be eliminated

✔ Job duties and reporting relationships will not be changed

✔ Those who move from exempt to nonexempt will be offered a pay advance

✔ Base rate of pay will not be reduced

✔ Individuals above range maximum will be eligible to receive lump sum merit increases

✔ Individuals below range minimum will be raised to minimum within a time period to be determined
Competing for talent in both the public and private sector. Career Roadmap is the framework that will allow Ohio State to compete on the same playing field.

Higher Education:

- Ohio University (link)
- Indiana University (link)
- Pennsylvania State University (link)
- University of Notre Dame (link)
- University of Arizona (link)
- University of California System (link)

Private Sector:
Career Framework Provides:

- Consistent decision framework for assigning job levels and valuing jobs
- Visibility to career paths
- Grouping of like jobs to deliver HR solutions unique to each population

### Career Framework

<table>
<thead>
<tr>
<th>Job Function:</th>
<th>Broad Grouping of Occupational Disciplines</th>
<th>Recognized Occupational Discipline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-Function:</td>
<td>Individual Contributor Series</td>
<td>People Leader Series</td>
</tr>
<tr>
<td>Career Band:</td>
<td>Technical</td>
<td>Clinical</td>
</tr>
<tr>
<td>T1 Entry</td>
<td>C1 Entry</td>
<td>S1 Entry</td>
</tr>
<tr>
<td>T2 Experienced</td>
<td>C2 Experienced</td>
<td>S2 Experienced</td>
</tr>
<tr>
<td>T3 Senior</td>
<td>C3 Senior</td>
<td>S3 Senior</td>
</tr>
<tr>
<td>T4 Lead</td>
<td>C4 Lead</td>
<td>S4 Consultant</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S5 Expert</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S6 Principal*</td>
</tr>
</tbody>
</table>

* Limited Roles
Mapping Example

Function:
- Animal Care
- Clinical Support
- Education
- Finance
- Food Services
- Supply Chain

Subfunction:
- Accounting
- Accounts Payable
- Budgeting
- Debt Management
- Payroll
- Tax

Career Band:
- Technical
- Clinical
- Specialized
- Managerial
- Executive

Career Level:
- S1
- S2
- S3
- S4
- S5

Career Roadmap Title: Senior Accountant
STAFF INCLUDED IN CAREER ROADMAP

- 80% of all administrative & professional and civil service staff
- 20% Not Included

*Not included: Physicians, student employees, athletic coaches, faculty, bargaining units and executives.

POSITION MAPPING TIMELINE

Reviews and confirmation through November 2020

NUMBER OF POSITIONS MAPPED

- 30,000 positions

POSITION MAPPING REVIEWERS

- 15 HR Compensation Staff
- 50 unit senior leaders
- 150 unit HR professionals
- 4,500 managers, including 1,500 faculty who supervise staff
- 22,000 staff

NOT CHANGING

- Your day-to-day work
- Base salaries won’t be cut

NEW IN CAREER ROADMAP

- More clarity about where your job fits in the career framework
- New job function, subfunction, career band and career level associated with your position
- New job titles

hr.osu.edu/career-roadmap
Career Roadmap Timeline

HR Compensation conducts initial mapping
July-August 2019

Managers review mapped positions; consult employees as needed
September-November 2019

Function stakeholders, HR partners and HR Compensation check results for consistency
January-March 2020

Position Mapping pauses as Workday launches throughout the institution
May-August 2020

August 2019
Preview for unit HR professionals and Wexner Medical Center business unit directors

November 2019 – January 2020
Unit HRPs and WMC BUDs review. SHRPs and unit leaders review.

March-May 2020
Senior leaders, SHRPs and WMC BUDs see results

August-November 2020
Employees review and confirm; refinements as needed.
Career Roadmap – current status

• **Functional Alignment**
  • Functional alignment kicked off January 30, 2020, with 200 participants attending an all-day opening session.
  • On average, 6-8 leaders for each job function will review consistency of assigned career levels and subfunctions.
  • These work groups will analyze data to identify outliers, possible mapping inconsistencies and/or misinterpretations of the mapping criteria.
  • Work groups are expected to meet twice in February to analyze data and make recommendations.
  • Functional alignment ends in March 2020
Career Roadmap – What comes next

• Recommendations from a Title Advisory Group are expected to be completed in the first quarter of 2020, covering both job classification and working titles.

• President’s Cabinet is expected to make decisions on salary structure implementation in spring semester.

• Information on the Employee Confirmation phase in Autumn semester
**Career Roadmap**

**2019**

- **HR Compensation Initial Mapping**
  - Map ~30,000 positions

**2020**

- **Unit Validation**
  - HR Preview
  - HR Validation
  - Manager Validation
  - Unit Reconciliation

- **Collaborate & Communicate via Compensation Team Feedback Loop**

- **Calibration & Leader Alignment**
  - Function Calibration
  - Outlier Review
  - Career Level Review
  - Leadership Reports

- **Collaborate & Communicate**

**Employee Confirmation**

- Pause for Workday Go Live
- Employee Consideration and Review

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*The Ohio State University*

*College of Engineering*
CAREER ROADMAP QUESTIONS

• When will salary ranges be released?
• Will working titles be permitted?
• Will there be opportunities for staff to receive promotions, higher job title/classification, without changing positions/departments?
• What are the criteria for titles and requiring a minimum number of direct reports?
• Will who you report to change in Career Roadmap?
CAREER ROADMAP QUESTIONS

• What steps do you suggest if your job duties changed significantly with your mapping?
• What is being done about duties performed that are not on a job description?
• What is the estimated date that Career Roadmap will take effect?
Enterprise Project

https://enterprise-project.osu.edu

Enterprise Project Digest

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Workday Core Concepts trainings

https://enterprise-project.osu.edu/about-training
HR Transformation website
https://hr.osu.edu/transformation

HR Service Delivery (HRSD)
https://hr.osu.edu/transformation/hrsd/

Compass
https://compass.osu.edu
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