UNIVERSITY STAFF ADVISORY COMMITTEE

Business Meeting Minutes
December 12, 2018
Women’s Field House
8:30 - 10:30 a.m.

In Attendance: Sandy Otis, Lisa Mayhugh, Steven Blalock, Stacey Copley, Shea Ryan, Chrissy Sprouse, Andrew Jordan, Ferdinand Avila-Medina, Steven Loborec, Kaitlin Hohenberger, Kris Villilo, Abby Whaley, Brittany Savko, Megan Hasting, Lauren Gannon Evans, Cesar Seguil, Katie Watkins, Morgan Buckner, Sunny Zong, Tom Gessells, Brittany Crail, Aaron Moore, Courtney Sanders

Call to Order
Adoption of the Agenda
Approval of the Previous Meeting Minutes

Executive Committee Reports
Chair:
  o Conversations with the President follow-up
    • John Prosek, WOSU - 142 total views, 119 unique views, 83 watching at the same time, 122 watched live, 20 views for recording, 6 states watching
    • Thank you to everyone for helping with event
    • What could we do differently? Communicating that this is a staff specific event in order to guide the conversation. Understanding staff are using lunch hour to attend event. Possible communication from the Office of the President to encourage staff to attend. More substance and issue driven questions for President Drake to address
    • Tom and Andrew asked Susan Basso, Gail Marsh and Katie Hall to help coach and prepare President Drake for event
    • Possible Senior Leadership Series with a panel of leadership
  o Met with Lin Hillis, AVP Talent, Diversity and Leadership. Will be coming to future business meeting once settled in role

Chair Elect:
  o Executive Meeting moved to Jan 3rd
  o Next Business Meeting on Jan 9th - prep for remainder of the year. Will start New Member Recruitment
  o Calendar invites sent for regional campus meetings. Please accept or decline invite so we can dictate how many and who to send to these meetings.
    • Should know who will be attending these meetings by the first week of January

Communications:

Secretary/Treasurer:

Subcommittee Reports
Inclusive Excellence (IE):
  o Multicultural Center (MCC) to offer BuckIdentity Workshops to staff next semester. Will be sending qualtrics survey to committee for input on topics that would be beneficial to staff. Can tailor content for staff
• Advocates & Allies for Equity - The Women’s Place. Group consists of male faculty and staff and focus on men’s engagement in gender equity. Receive faculty perspective quotes but would like quotes from women staff members. Will send qualtrics survey for quotes. Can share survey to women staff members as well

Governance:
• SCDG application period will open Jan 1st

Outreach & Engagement (O&E):
• Will gear up after New Year to continue prepping and planning for the expo

Staff Compensation & Benefits (SCBS):
• Touchbase meeting at 11am

Task Forces
OHR Liaison Report

Items for Informational Purposes
• Rob Prisbrey - Career Road Overview (9:00-9:45)
  • Career Roadmap will support
    ▪ Consistency – common way to describe jobs and career levels across the Campus and Medical Center. Also, consistent alignment of jobs to market competitive salary structures
    ▪ Visible Career Paths - visibility to career path opportunities through a new Career Framework
    ▪ Pay Equity – HR and Managers empowered to make market informed pay decisions
    ▪ Simplified Transactions – Career Framework that empowers manager with greater self-service capability
  • Future State:
    ▪ Fully market priced job catalog; market data & structure refreshed annually
    ▪ Tools that help managers and staff gain visibility to career path opportunities
    ▪ Comprehensive job catalog for the Campus and Medical Center
    ▪ Solution enables self-service and streamlined process for reviewing jobs
  • Milestones
    ▪ Design Phase: May - Sept 2018
      • Confirm Solution Design
      • Project planning
      • Technology Planning
    ▪ Execution Phase: Sept 2018 - March 2020
      • Program Execution
      • Communication and Change
    ▪ Implementation: April 2020 - Aug 2020
      • Go live in Workday (mid-2020)
    ▪ Post Implementation Assessment: Aug 2020 - Sept 2020
  • 28,000 positions in scope
  • Governance Structure
    ▪ Executive Sponsor - engages the President’s Cabinet and other senior leadership groups
    ▪ Steering Committee - objective is to set direction, make decisions, and resolve issues
• HR Council - objective is to provide strategic counsel from HR Community
  • Core Team - directs the fulfillment of project objectives, facilitates Steering Committee meetings and escalates key issues
  • Work Streams – job function development, change management, policy & technology

• Organizational Change Management
  • Impact Assessment, Readiness, Adoption
  • Engagement & Communication – what are the messages that need to be heard, who needs to hear them?
  • Organizational Alignment – align organization with new program/processes, identify impacted individuals and groups
  • Training – identify training needs and target groups
  • Key Aspect to 4 pillars – Change Network. How do we get feedback from broad audiences?
    • Phone call every 4 weeks for 30 minutes. Standing type of agenda. Project updates. Ask for updates on what committee members are hearing in University community. Looking for 2-3 USAC members to serve on group
    • This is different from the OCM team. Focus is more around career roadmap solution

• Launch Communications Cadence
  • Oct 1 through Nov 7 – Senior leader emails and presentations
  • Nov 14 – Career Roadmap web content went live on HR Transformation website. https://hr.osu.edu/career-roadmap
  • Nov 15 through Dec 3 – emails to senior HR leaders and WMC leaders
  • Dec 10 – onCampus Today and Wexner Medical Center ThisWeek announcements to broader campus

• Career Framework Provides
  • Consistent decision framework for assigning job levels and valuing jobs
  • Visibility to career paths
  • Grouping of like jobs which helps deliver solutions unique to each population

• Career Framework
  • Job function - broad grouping of occupational disciplines
  • Sub-function - recognized occupational discipline
  • Career Band - grouped into individual contributor series and people leader series
    • Individual – technical, clinical, specialized
    • People leader – management, executive
  • Career level

• Job profiles draw upon components of the Career Framework
• Career Band – have you identified a position that doesn’t fit or would cross two career bands? A choice would be made based on sub-functions
  • Common job catalog for the university and med center to use

• Salary structure will align and will guide pay for role.
• Equity will be an ongoing issue. Each unit will want to pay the same role differently
• Market pricing is determined on job type (benchmark description, career level and scope cut (typically the relevant region such as State of Ohio or mid-west region)
• Transition - employee could be above or below pay band in new positions. Those that are below the salary - possible transition period to get them to salary level. Conversations still happening
  • Those that are above salary level - opportunity to work to next level - career
development. Will not reduce salary if above band
- Criteria has not been discussed for performance issues for employees below the salary band

- Karen Durano - Enterprise Project - Supporting Organizational Change (9:45-10:15)
  - Purpose - Identify ways we can support Enterprise Project changes.
  - Will impact all students, staff and faculty
  - Change is an external event that happens instantly
  - Transition to change is an internal process that each of us experiences individually over time
  - Three Phases of Transition
    - Endings; Letting Go ➔ Neutral Zone ➔ New Beginnings
    - We need everyone onboard to make the project successful
  - Organizational Change Management - A systemic plan to influence and facilitate individual commitment to change
  - Prosci ADKAR Model – framework for understanding individual transition to change
    - Awareness of the need for change
    - Desire to participate and support the change
    - Knowledge on how to change
    - Ability to implement new skills and behaviors
    - Reinforcement to sustain the change
  - Building Awareness
    - Use established communication channels to keep your team updated
    - Collaborate with the OCM team to explain the nature of change
    - Develop key messages explaining why change is necessary
    - Check your team’s understanding of the change and observe their responses
    - Check enterprise project website for updates and communicate in meetings. Pick what is important and a benefit to team
  - Building Desire
    - Personally engage with individuals to discuss the benefits of change
    - Answer the question – What’s in it for me?
    - Listen to individual’ questions and seek to understand their concerns
    - Assist your business leaders in actively sponsoring changes
    - Encourage your team’s involvement in determining how they will be part of this change
  - Additional Support Actions
    - Be aware of your own feelings about change
    - Model professional, positive behavior
    - Assure that every voice is heard and respected
    - Avoid labeling others as ‘resistant’
    - Recognize the impact of cumulative change on your team
  - Stay informed and engaged – enterprise-project.osu.edu

Items for Group Discussion

Adjournments