UNIVERSITY STAFF ADVISORY COMMITTEE

Business Meeting
Minutes
August 25th, 2021
Carmen Zoom
8:30 - 10:30 a.m.

In Attendance:
Laurel Van Dromme, Debbie Pond, Emily Kelley, Justin Lahmers, Faith Kline, Holly Davis, Kynthia Droesch, Sherri Hall, Annie Bingman, Jennifer Elliott, Courtney Gandy, Tina Bogac, Patrick Weeks, Elisabeth Hosket, Drew Miller, AmyJo Baughman, Tracey Boggs, Shelby Dawkins, Casey Henceroth, Allison Jones, AnnaBell Kinsel, Margaret Nevrekar, Pasha Sergeev, Sloane Trusso, and Brandon Gibbs.

Call to Order
Adoption of the Agenda
Approval of the Previous Meetings’ Minutes  July 28, 2021 and August 11th retreat

Executive Committee Reports
Chair: Steven is on vacation this week.

Chair Elect:
- President Johnson mandating vaccines for staff, faculty, and students by October 15th. FAQs about the mandate and compliance: https://safeandhealthy.osu.edu/covid-19-vaccine-requirement  Jeff Risinger, SVP HR, reached out to Steven and Laurel yesterday to ask for USAC’s support of the announcement. Steven, Laurel, and Emily said USAC supports full vaccination and hope for further engagement with Jeff and the full committee.
- What is our response if groups are asking us to overturn this mandate? Laurel said we will discuss as a committee. Advocate for the science, but also pass on concerns to senior leadership.
- Is this the only vaccine required of staff? No, Tina Bogac informed that other staff are required to have other vaccines based on role. Debbie Pond shared that WMC does require other vaccinations.
- Holly Davis asked what happened to the comment form on the USAC website? It was taken down in Spring but we can’t remember why. Laurel and Debbie will look into adding it back to the website. USAC should be recipients of both positive and negative feedback and allow anonymous feedback.
- Steven and Laurel met with Veronica Herrera. Last few Career Development Grant cycles had been left open in case alternate plans needed to be made. HR has decided to close the open cycles. Recipients will be notified of closure. Next cycle January 1-31.
- Laurel attended her first Employee Emergency Fund meeting – operated by EAP. 36 applications last year (FY21) – 24 approved. Receive approximately 40 applications per year.

Communications: Debbie shared subcommittee photos from retreat treasure hunt.

Secretary/Treasurer: No updates.

Subcommittee Reports
Inclusive Excellence (IE):
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Governance:
  • SCDG scoring is due today!

Outreach & Engagement (O&E):
  •

Staff Affairs (SA):
  •

OHR Liaison Report
  • Vaccine mandate exceptions - USAC’s role in this will be one of answering questions/get questions answered and encouraging patience with the outstanding questions. WMC has extended an option for exemptions, if staff apply for one. If exempted from vaccine, there are still guidelines for remaining safe and regular testing. Ongoing conversations about whether there will be exemptions on university side. If USAC members get comments about staff deciding to not get a vaccine – act as calming voice, ask questions, and direct to the FAQs. If talking to staff who have concerns, be in a place to encourage patience until a full process is announced. More information to come. Expect concerns and angst from staff. Encourage patience - there will be more information about what all the options really are. Getting the message out in a timely manner was important, but all the logistics are still in the works.
  • Flexible Work Agreements – Online form is now available. Only requires approval from direct supervisor.
  • Jeff Risinger has done a couple of town halls with HR staff. He is making sure he understands the culture before making big changes and sharing his vision. He has stated he wants to work with USAC. Jeff had a good relationship with the staff advisory committee at Texas A&M. Expect a 6 month/1 year plan once he gets his feet under him.

Items for Informational Purposes
Subcommittee Work Time – (9:00–9:25)

Biology Break – (9:25–9:30)

Career Roadmap Background – Laurel Van Dromme (9:30–10:00)

Career Roadmap Presentation + Q&A – Kalkidan Tefera & Lisa Kennedy (10:00–10:30)
  • Career Roadmap Overview
    o 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
        • Standards for consistent alignment of work across enterprise
      ▪ Talent Development
        • Visible career path opportunities
        • Better staff development discussions
• Foundation for succession planning – CR is the first step in setting up succession planning
  ▪ Risk Mitigation
    • Improved FLSA and Classified Civil Service compliance
    • Meaningful, proactive pay equity analysis
      o Salary Structure aligned to external market
  o Current state is not sustainable (ex. Program manager) – based on skills and job descriptions – doesn’t allow us to do what we want internally
  o Career framework
    ▪ Job function - 37
    ▪ Subfunction ~ 490
    ▪ Career Band – 5 bands: technical; clinical; specialized; managerial; executive (executive is out of scope for current project)
    ▪ Career Level – 4-6 levels (depending on the band): Entry; Experienced; Senior; Consultant; Master; Expert
  o Job Profiles – draw upon components of the Career Framework. Job codes ~3,700
  o Working Titles – Gradual transition to new recommended working title
  o Timeline – 2019-present
    ▪ Calibration (Jan 2020) – function alignment
    ▪ Ebb and flow between institution and unit – calibration at both the institution and then unit level. There have been a few institution-level perspective passes and a few unit-level perspective passes on getting the mapping right since fall 2019. The mapping has been looked at several different ways.
    ▪ Currently, ready to embark on the employee review phase
      • Unit HRBPs and Unit Leaders Prepare: September-October
      • Managers Prepare: October-November
        o There will be training for managers in October
      • Employees Prepare: November
        o Chance for employees to prepare
        o Live and recorded webinars will be available
      • Employees Review: December-April
        o Acknowledgement letters receive for their new classification
        o Can request a deep-dive review of classification if they don’t agree
  o USAC submitted questions:
    ▪ See separate Q&A document below

Items for Group Discussion

Adjournment 10:32 a.m.
1. Will Career Roadmapping help in any way to provide a path and/or a process for true succession planning (for staff) at the university? If yes, how? What will this look like when implemented?

   Career Roadmap is the starting point for and enabler of succession planning because it defines a common framework for staff jobs. The framework helps leaders to identify key talent and provides context for employee/supervisor conversations. We recognize significant opportunity exists in this area.

2. Are employees eligible for promotion to a different career level code within their current position (ex: can an S2 Career Counselor become an S3 Senior Career Counselor) or would an employee have to leave the current role and apply for a new position?

   Employees don’t always have to leave the current role to go from one level to another. If the scope of work increases along with other dimensions outlined in the Career Level and Band Guide, then an in-seat promotion is possible. Employees can also apply to a new position that has a level higher than their current role.

3. When will salary band ranges be revealed and how will that be rolled out?

   Employees will see the pay range associated to the job profile they are mapped to in the acknowledgement letter. Prior to that, training will be offered to explain what the ranges mean.

4. While we are still waiting to learn of the salary band ranges, how could someone find out if a specific role is appropriate to apply for? Is there a way to find out on a one-off basis what salary range is associated with a certain role?

   The pay ranges for Career Roadmap will be revealed to supervisors and employees when they receive their acknowledgement letter in late fall of 2021. If an employee is looking to see if a future opportunity would be considered a promotion, lateral or demotion, they can speak to their HR partner to identify how their current role compares to a specific role of interest.

5. If an employee’s salary doesn’t change, but they believe they are entitled to a salary increase based upon the comparison salary research performed by the University, is it possible to request a salary increase review? If so, what is the process for submitting that request?

   The market pricing done as part of the Career Roadmap initiative focuses on the job profile. If the position held by the employee is mapped correctly to the right job profile, then they should be within the range assigned to that job profile. The goal is to get all positions within the assigned pay range. Where the employee is within in range is based on different factors like performance, experience, etc. We encourage the employee to talk to their manager and HR to have that discussion.

6. Is there a way to find out exactly which primary market data sources were used for comparing salaries for an individual position? when market pricing we look at general industry, healthcare, philosophy when to use specific survey types, look at trends?

   Please refer to the bite sized learning video on Market Pricing Basics and Salary Structure and Pay Ranges.

7. I would like to know some more specifics around the timeline.

   Manager preparation projected to take place in October – November; Employee preparation projected to take place in November; Employee review projected to take place in December.
8. I’d like to know who/how the increase in compensation will be handled for departments that are currently strapped for funds. Also, when would the increases go into effect (FY23?) or immediately after Career Roadmap goes live?

Considering the budgeting model at Ohio State is not centralized, units are preparing and understanding implications of Career Roadmap to prepare to move individuals within range. Each unit is taking a different approach with the HR Business partner and Unit leader taking the lead. We don’t anticipate all units to have all their employees within the pay range at go-live. However, Ideally, we are working on having this managed by FY23 merit and continue to evaluate.

9. Can you explain the methods used to determine market salary ranges? I think there is a widespread misconception that salaries are going to increase dramatically, based on the new ranges, and be comparable to working in private industry, which is not necessarily the case. I think it would be valuable to explain to staff what information is actually considered in those calculations.

Our salary ranges are based on external survey data from reputable survey providers. We leverage industry specific surveys to benchmark our internal jobs to the market. The goal of Career Roadmap is to first ensure all the jobs have been benchmarked and positions are accurately mapped. This will allow us to evaluate where the individual is paid relative to market. We will work on getting individuals to the range minimum as a first step. After the implementation, we will continue to leverage the ranges to reward employees for their work based on performance and other factors. Please refer to the bite sized learning video on Market Pricing Basics and Salary Structure and Pay Ranges for more information.

10. Point of clarification: I would suggest additional communications to staff explaining that the goal of Career Roadmap is to get staff up to the minimum of the salary range. I know there is a lot of confusion around how individual salaries will be affected. For example, some staff think that if the salary range for their position was previously $50 - $60K and they are at the mid-point, and the range is moved to $60 - $70 that their salary will increase at the same rate, even though they are already above minimum.

Thank you for the feedback. We’ll ensure to outline the plan around pay ranges during stakeholder training and communications. The previous ranges were outdated and reflective of market. In fact, they haven’t been updated in more than 10 years for campus. For this reason, we cannot rely on the current position in range to determine future placement. In addition, since this is full system realignment of over 20,000 positions, we are taking a phased approach where the first priority is to ensure all employees are within the range.

11. I would like to know what the long-term cost savings of Career Roadmap will be to the University.

There are many benefits to Career Roadmap. The cost saving of Career Roadmap is focused on spending dollars more wisely. It provides a framework to understand the job market and what we’re spending on salaries is better handled to drive performance. It also allows us to better retain staff by paying competitively. The reduction in turnover will result in higher productivity and less onboarding cost.
12. I have heard managers reporting at local SAC and elsewhere across the University that HR is pressuring managers to give people lower titles than they should have, to save money. I combed through a University Senate Fiscal report where it was admitted that part of career roadmap was a way to “reduce inflated titles.” What’s being done to address issues where people are being mapped lower solely to save money?

In the current state, there is not a consistent definition of what is required to be, for example, a director at Ohio State. As part of Career Roadmap, we have created standard definition or parameters for each level based on external survey providers. If the duties performed at a position doesn’t align with the standards, then the mapping will reflect that. The guidance provided for position mapping is to map based on the duties and not titles. The objective being not to save money but to accurately define the work being performed.

13. How does this process and timeline impact other promotional opportunities between now and when Career Roadmap goes live? If managers are currently working on promotions for their employees, will those be paused?

Until Career Roadmap is implemented, it will be business as usual. There will not be a pause of promotions or adjustments. However, we encourage the promotions to take place with the future state in mind. This includes what the future range will be and where the employee will land relative to that. When the employee review process begins, promotional activities will need to be reviewed carefully to ensure the future state mapping communication to employees doesn’t contradict the promotional discussion.