

**THURSDAY, APRIL 5, 2018**  
**TALENT AND COMPENSATION COMMITTEE MEETING**

W. G. Jurgensen  
Janet B. Reid  
Michael J. Gasser  
Erin P. Hoefflinger  
Hiroyuki Fujita  
John W. Zeiger  
Lydia A. Lancaster  
Janet Porter  
Alex Shumate (*ex officio*)

Location: Longaberger Alumni House  
Sanders Grand Lounge

Time: 8:00-9:45am

Executive Session

8:00-8:30am

Public Session

*ITEMS FOR DISCUSSION*

1. *Human Resources Strategic Plan Execution - Ms. Basso*
2. *Key Critical Searches (verbal) - Ms. Basso*

8:30-9:00am

9:00-9:10am

*ITEMS FOR ACTION*

3. *Personnel Actions - Ms. Basso*

9:10-9:20am



THE OHIO STATE UNIVERSITY

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HUMAN RESOURCES

# HR Strategic Plan

Initial Action Steps

Talent & Compensation Committee

April 5, 2018

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



# HR Strategic Plan (2018-2023)

## Three Strategic Focus Areas:

- HR Excellence
- Talent Management
- Total Rewards

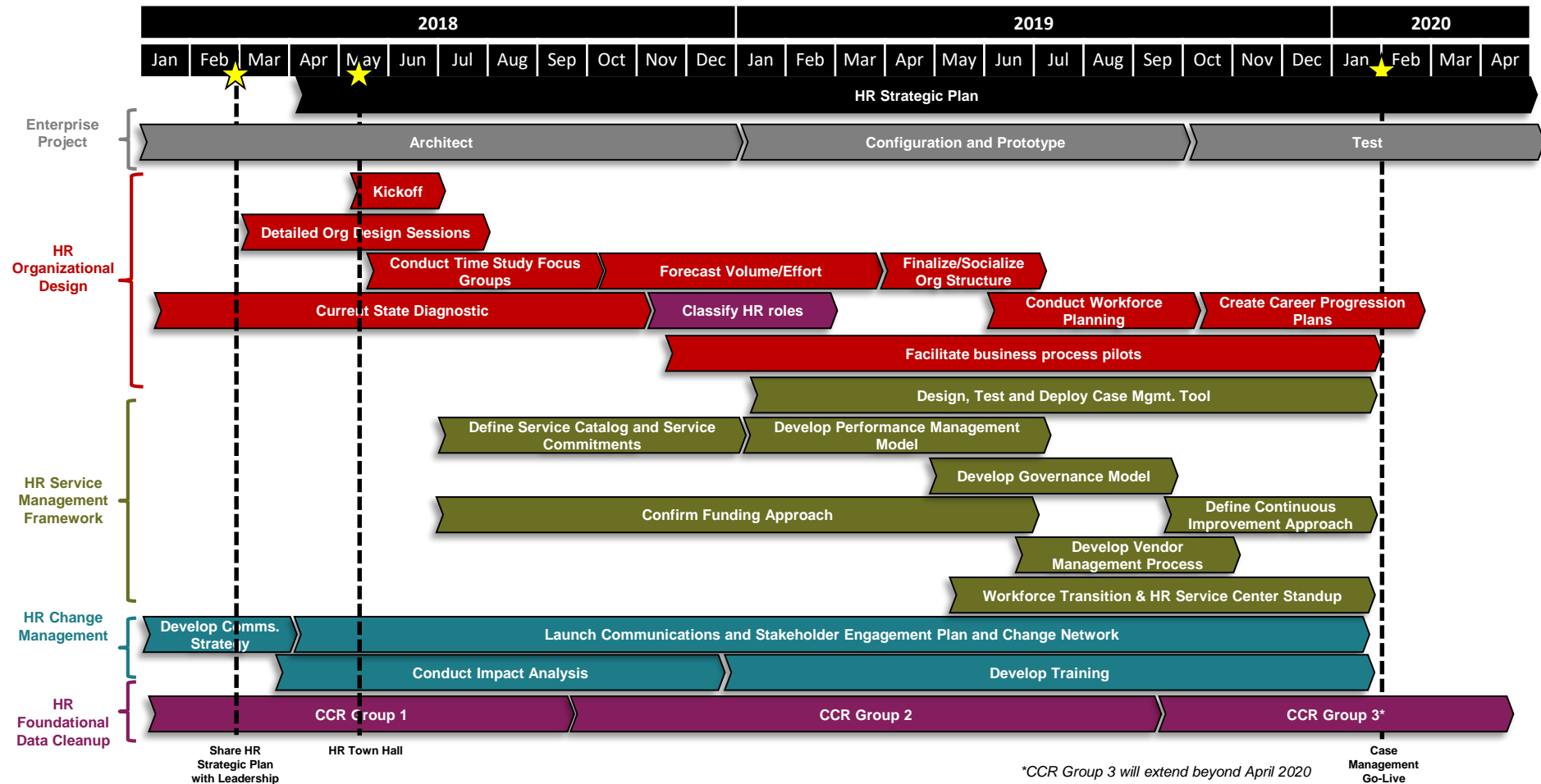
## Five Core Foundational Themes:

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





## 2020 Deployment - HCM Integrated Schedule





## Action Steps: Initial Focus

HR Excellence – HR Service Delivery Model  
(Kim Shumate, AVP, HR Strategic Initiatives)

Talent Management – Recruit to Hire & Onboarding  
(Molly Driscoll, Interim AVP, Talent)

Total Rewards – Compensation & Classification  
(Joanne McGoldrick, AVP, Total Rewards)



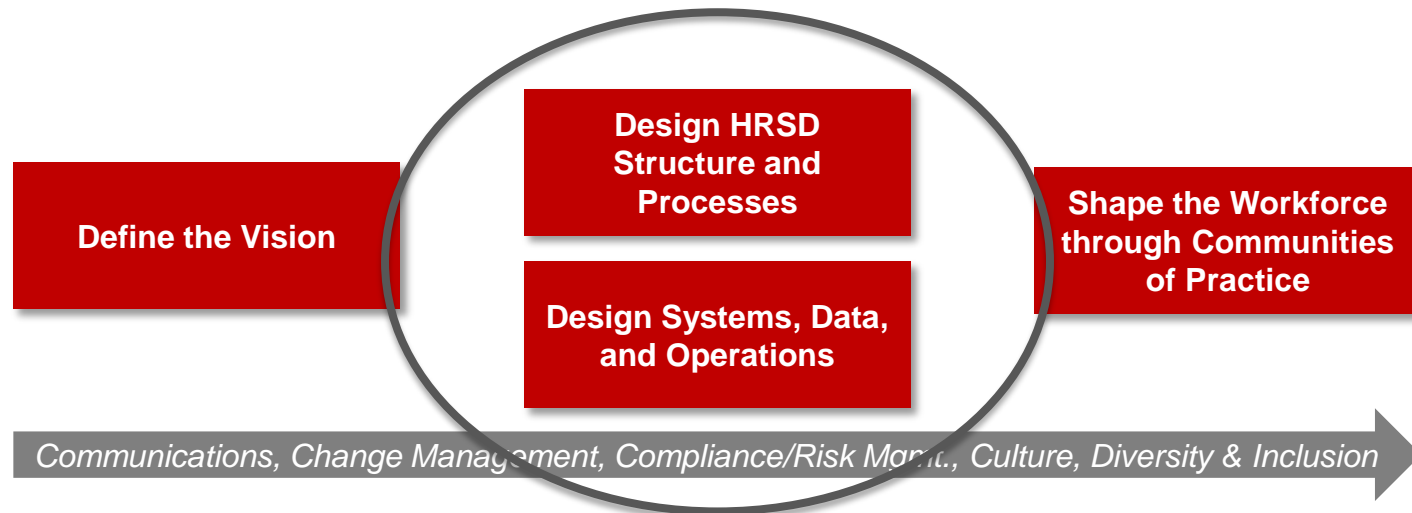
## HR Excellence

Goal: Improve the employee experience through transformed HR core processes to deliver HR services and transactional accuracy and efficiency

Objective	Action Steps	Vision for Success
Increase operational efficiency through consistent and accurate transactional services	<ul style="list-style-type: none"><li>Design HR Service Delivery Structure and Business Processes</li></ul>	Unified HR community; consistent employee service experience
Improve service quality through a high-performing HR model	<ul style="list-style-type: none"><li>Design Supporting Systems Data and Operations</li></ul>	Improved accuracy and reliability of business practices
Shift focus to support strategic initiatives across Ohio State	<ul style="list-style-type: none"><li>Shape future state HR roles and capability</li></ul>	HR transformation from reactive, transactional function to proactive, strategic asset



## HR Excellence Action Steps





## HR Service Delivery Proposed Future State

The proposed future state HR organization will include four key components, all working together to deliver efficient services to HR customers.

Advancing business priorities

HR STRATEGIC  
PARTNERS



Architecting common  
solutions

HR CENTERS  
OF EXPERTISE



HR LEADERSHIP  
Setting the strategy

Delivering higher-  
touch unit HR  
services

HR SERVICE  
PARTNER



Serving the employee  
life cycle with core HR  
services

HR SERVICES  
TEAM

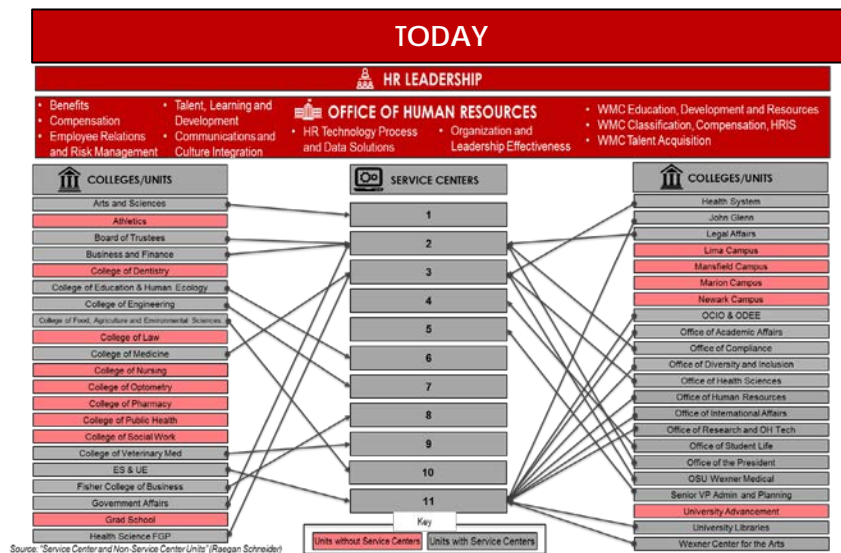




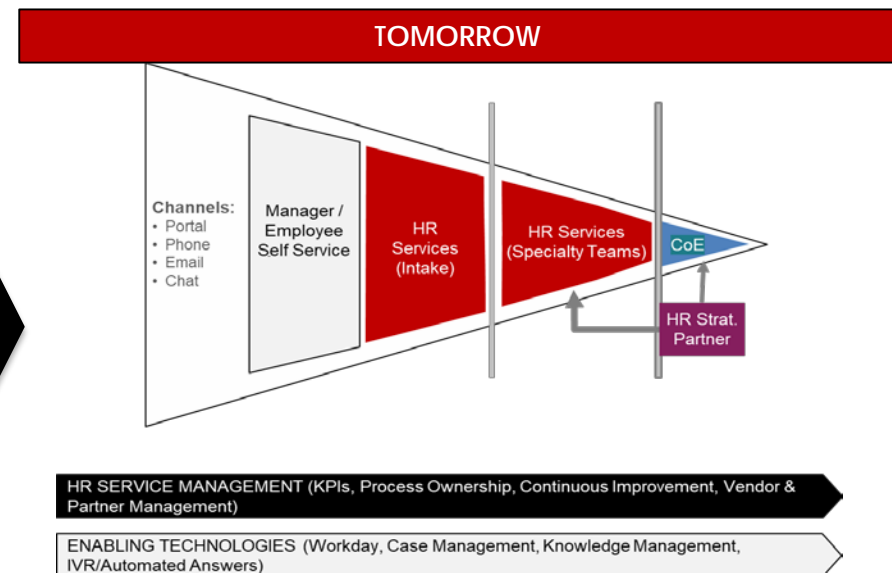


# HR Shared Services

The HR Service Delivery effort will focus on thoughtfully consolidating our 11 existing service centers ultimately into one Shared Service model enabling a consistent employee experience and enabling transactional efficacy.



- The current HR Service Delivery model has caused:
- Varying HR organizational structure across colleges/units
  - Inefficient delivery of HR services
  - Lack of clarity for HR customers on how to access HR services

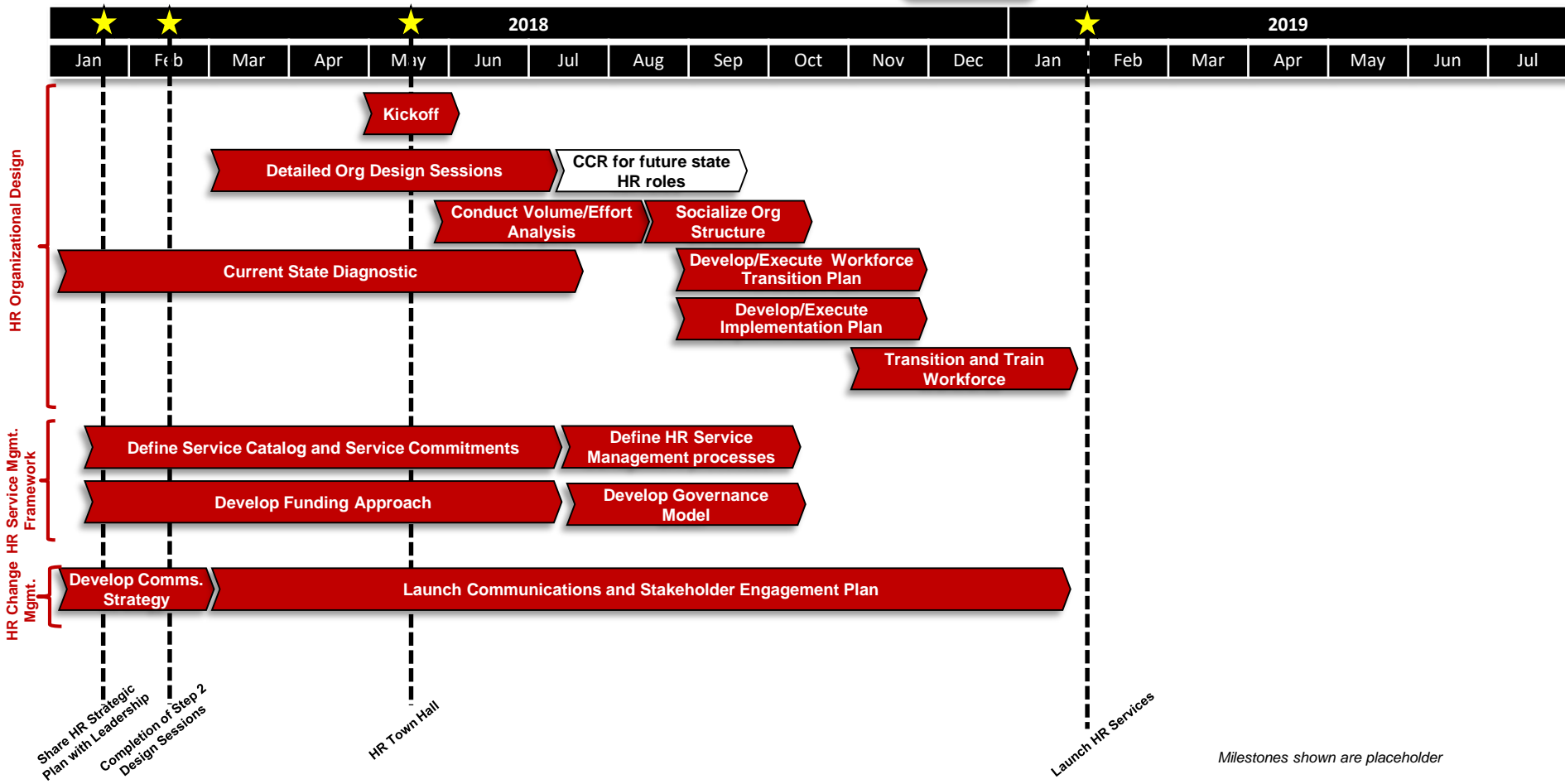


- The future HR Service Delivery model will enable:
- A unified HR organization with one consolidated HR Service Center
  - Operational efficacy
  - A positive employee experience
  - **Modernized technology and systems to drive efficiency throughout our business processes, inclusive of those listed**



HR Service  
Delivery

## HRSD Detailed Schedule





## Talent Management

Goal: Attract, engage and retain a dynamic and diverse workforce – securing the right talent, developing the best performers and ensuring a positive experience for everyone.

Objective	Action Steps	Vision for Success
Attract high quality candidates	<ul style="list-style-type: none"><li>Develop diverse talent pipelines</li><li>Define talent based on skills and competencies</li></ul>	Decrease in job offer decline rate Increase in hiring process satisfaction and awareness of Ohio State as employer
Increase employee engagement	<ul style="list-style-type: none"><li>Create exceptional experiences enabled by technology and services</li></ul>	Consistent completion of performance reviews Reduced first year voluntary termination
Retain and develop high performers	<ul style="list-style-type: none"><li>Foster internal and external worker mobility in an adaptive and empowered culture</li></ul>	Higher retention Speed to competency Attainment of critical skills
Proactively plan for the workplace needs of the future	<ul style="list-style-type: none"><li>Strategic planning to anticipate the capability and capacity to deliver organizational needs</li></ul>	Forecasts of critical competencies for each business unit Succession planning

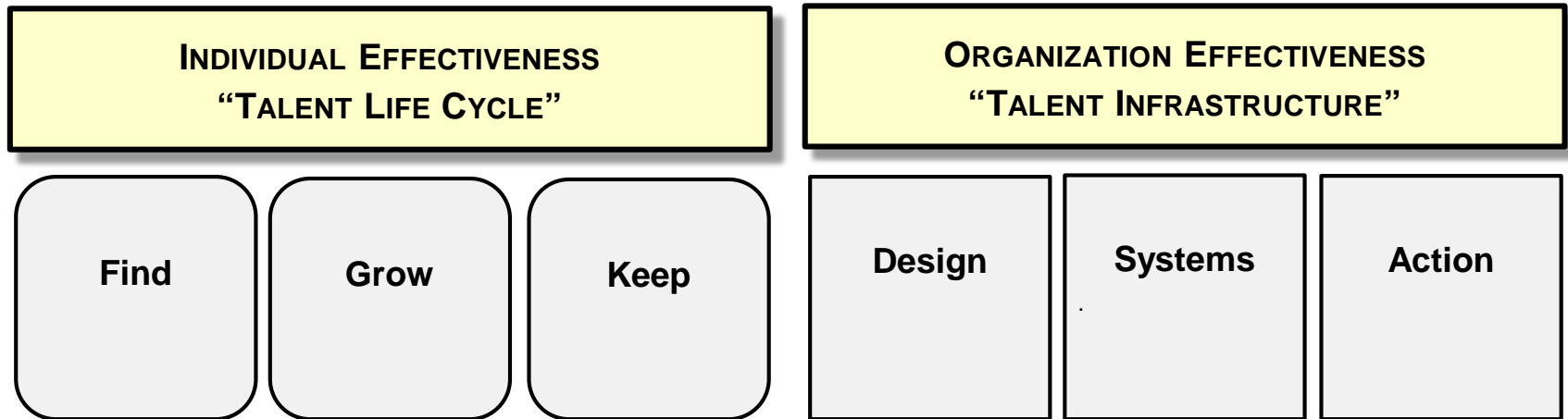


## Talent Management Action Steps





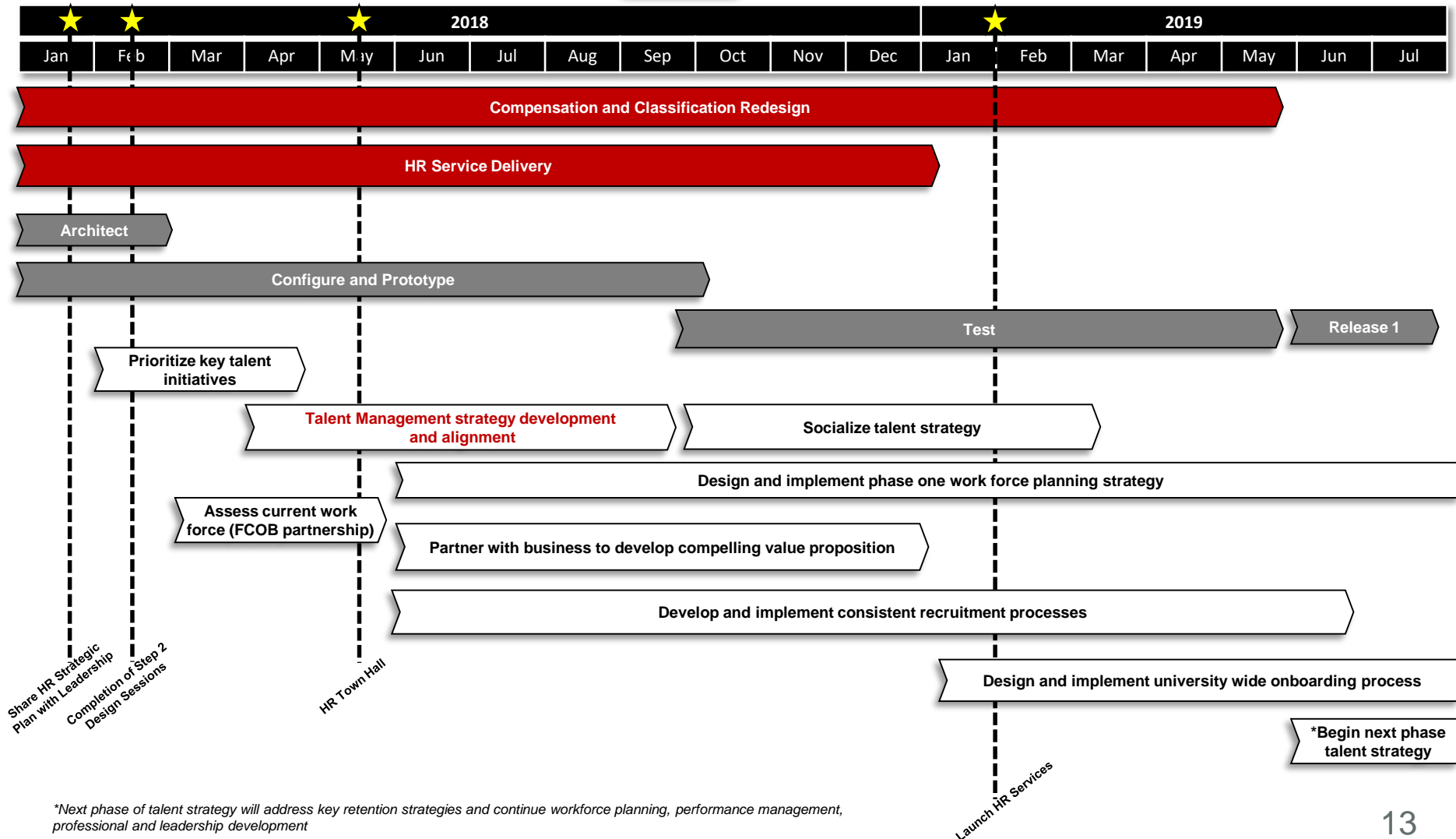
# Talent Management Design (Concept)





### Talent Management

## Talent Management Detailed Schedule





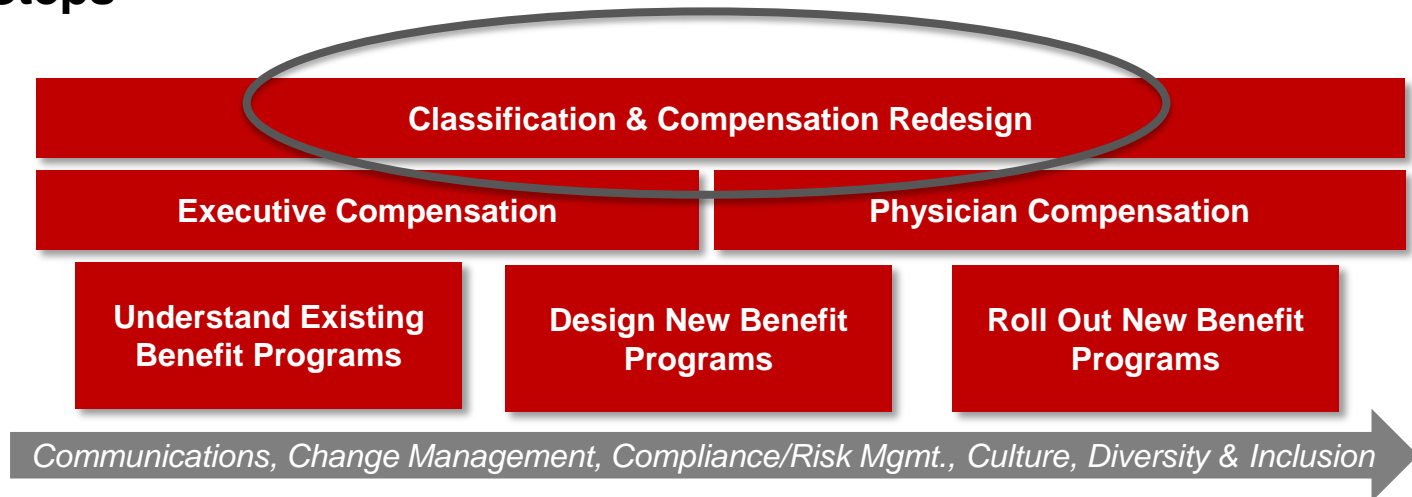
## Total Rewards

Goal: Ensure competitive Total Rewards while balancing fiscal responsibility;  
***initial focus area Classification and Compensation Redesign***

Objective	Action Steps	Vision for Success
Establish a consistent and comprehensive pay structure and job family model	<ul style="list-style-type: none"><li>• Refine job descriptions/titles</li><li>• Define job families and mapping of existing employees</li></ul>	Ensure equitable and consistent compensation practices across the Ohio State community via a modernized structure
Maximize automated business processes within the Workday tool	<ul style="list-style-type: none"><li>• Draft/finalize future state salary structures</li><li>• Align existing jobs to job families and profiles</li></ul>	Fully leverage the capability of Workday aligned with redesigned practices
Increase competitiveness of Ohio State as an employer	<ul style="list-style-type: none"><li>• Define career paths and promote the value proposition of employment at OSU</li></ul>	Be, and be seen as, an Employer of Choice



## Total Rewards Action Steps







## *University-Wide Landscape*

### CCR Project Scope:

- Modernize classification structure
- Implement market-based compensation.
- Update policy/process
- Define career paths
- OCM for staff/supervisors

### Year 1 ('18) – Year 3 ('20)

- Job Analysis & Redesign (Underway)
- Staff Mapping for Redesigned Jobs
- Organizational Change Management Activities

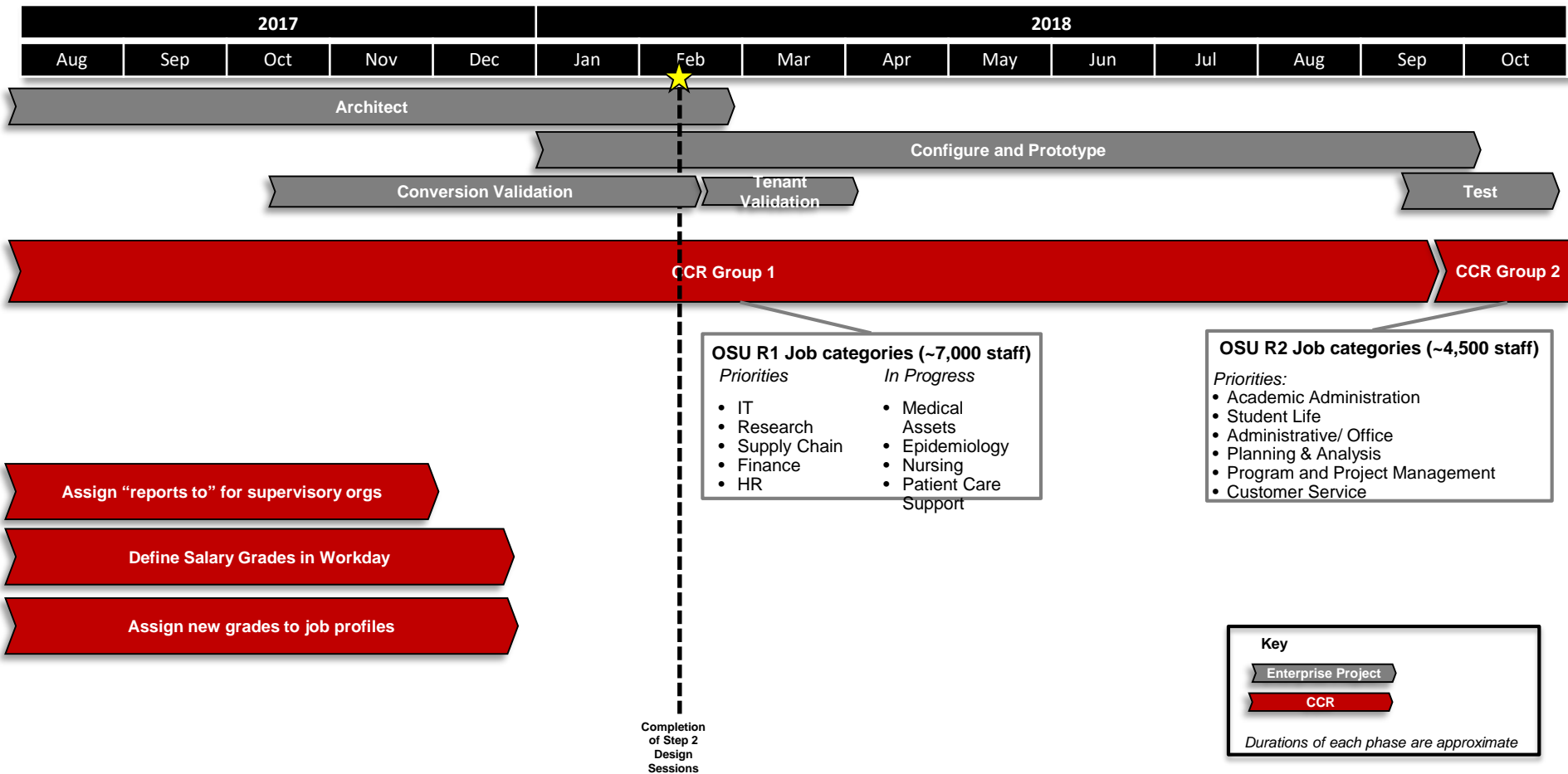
### CCR Future State:

- One university job framework
- Market based salary structure
- Clear and intuitive processes
- Training on pay and career opportunities



CCR

## CCR Detailed Schedule





## HR STRATEGIC PLAN EXECUTIVE SCORECARD

**ILLUSTRATIVE DRAFT**  
**FOR REVIEW ONLY**



### TOTAL REWARDS

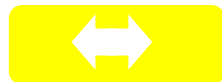


Cost of Health and Retirement Benefits	
Classification & Compensation Completion	
Cost of Well-being programs	

Comments:



### COST MANAGEMENT



Staffing Efficiency Ratio	
HR Expense Ratio	

Comments:



### TALENT MANAGEMENT



Employee Experience, Engagement, and Employer Brand	
Manager, Employee and Applicant Satisfaction	
Professional and Leadership Development	

Comments:



### OPERATIONAL EFFICACY



Rate of Self-Service Participation	
Transactional Efficacy	
Service Commitment	

Comments:



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**PERSONNEL ACTIONS**

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the personnel budget records of the university since the February 2, 2018, meeting of the board, including the following appointments:

Reappointment

Name: MARK LARMORE  
Title: Vice President and Chief Financial Officer  
Department: Wexner Medical Center  
Term: April 1, 2018 through March 31, 2021

Contract Extension

Name: URBAN MEYER  
Title: Head Football Coach  
Unit: Athletics  
Term: February 1, 2018 through January 31, 2023