THURSDAY, JUNE 7, 2018
TALENT AND COMPENSATION COMMITTEE MEETING

Hiroyuki Fujita
Alex Shumate
Clark C. Kellogg
Erin P. Hoeflinger
John W. Zeiger
H. Jordan Moseley
Janet Porter
Michael J. Gasser (ex officio)

Location: Longaberger Alumni House
Sanders Grand Lounge

Time: 8:00-9:45am

ITEMS FOR DISCUSSION

1. Distinguished Diversity Enhancement Awards - Mr. Shumate 8:00-8:20am
2. Human Resources Strategic Plan Execution - Ms. Basso, Ms. McGoldrick, Ms. Driscoll, Ms. Shumate 8:20-8:50am
3. Key Critical Searches - Ms. Basso 8:50-8:55am

ITEMS FOR ACTION

7. Personnel Actions - Ms. Basso 9:40-9:45am
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*

*Subject to change pending updates to Workday timeline
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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Steps</th>
<th>Vision for Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase operational efficiency through consistent and accurate transactional services</td>
<td>• Design HR Service Delivery Structure and Business Processes</td>
<td>Unified HR community; consistent employee service experience</td>
</tr>
<tr>
<td>Improve service quality through a high-performing HR model</td>
<td>• Design Supporting Systems Data and Operations</td>
<td>Improved accuracy and reliability of business practices</td>
</tr>
<tr>
<td>Shift focus to support strategic initiatives across Ohio State</td>
<td>• Shape future state HR roles and capability</td>
<td>HR transformation from reactive, transactional function to proactive, strategic asset</td>
</tr>
</tbody>
</table>
HR Excellence
Action Steps

Define the Vision

Design HRSD Structure and Processes

Design Systems, Data, and Operations

Shape the Workforce through Communities of Practice

Communications, Change Management, Compliance/Risk Mgmt., Culture, Diversity & Inclusion
The Case for Change

In current state, each college/unit across the institution has local HR support which results in inconsistent processes, data quality, and employee experience.

Unit ratios range from 38 employees to 561 employees per 1 HR FTE.

Average Unit Ratio: 111
We will leverage this leading practice HR Service Delivery model to inform future state detailed design.

**Advancing business priorities**
HR Strategic Partners focus on strategic HR services that are specific to the business unit.

**Architecting common solutions**
HR Centers of Expertise focus on developing strategic services and capabilities across the organization.

**Delivering higher-touch unit HR services**
HR Service Partners focus on transactional/execution based activities that require business unit specific knowledge.

**Serving the employee life cycle with core HR services**
HR Services focus on providing transactional/execution based activities to customers across the organization.

**Delivering HR Excellence. Inspiring People. Leading Change.**
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 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
**HRSD Detailed Schedule**

*Subject to change pending updates to Workday timeline*
## 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.

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<tr>
<td>Attract high quality candidates</td>
<td>• Develop diverse talent pipelines &lt;br&gt;• Define talent based on skills and competencies</td>
<td>Decrease in job offer decline rate &lt;br&gt;Increase in hiring process satisfaction and awareness of Ohio State as employer</td>
</tr>
<tr>
<td>Increase employee engagement</td>
<td>• Create exceptional experiences enabled by technology and services</td>
<td>Consistent completion of performance reviews &lt;br&gt;Reduced first year voluntary termination</td>
</tr>
<tr>
<td>Retain and develop high performers</td>
<td>• Foster internal and external worker mobility in an adaptive and empowered culture</td>
<td>Higher retention &lt;br&gt;Speed to competency &lt;br&gt;Attainment of critical skills</td>
</tr>
<tr>
<td>Proactively plan for the workplace needs of the future</td>
<td>• Strategic planning to anticipate the capability and capacity to deliver organizational needs</td>
<td>Forecasts of critical competencies for each business unit &lt;br&gt;Succession planning</td>
</tr>
</tbody>
</table>
Talent Management
Action Steps

Employer Branding
Employee Engagement and Experience
Onboarding
Performance Management
Professional and Leadership Development

Communications, Change Management, Compliance/Risk Mgmt., Culture, Diversity & Inclusion
Talent Management Design (Concept)

**INDIVIDUAL EFFECTIVENESS**  
"TALENT LIFE CYCLE"

1. Find  
2. Grow  
3. Keep

**ORGANIZATION EFFECTIVENESS**  
"TALENT INFRASTRUCTURE"

1. Design  
2. Systems  
3. Action
**Talent Management Detailed Schedule**

- **2018**
  - Jan: Compensation and Classification Redesign
  - Feb: HR Service Delivery
  - Mar: Configure and Prototype
  - Apr: Prioritize key talent initiatives
  - May: Talent Management strategy development and alignment
  - Jun: Socialize talent strategy
  - Jul: Design phase one workforce planning strategy*
  - Aug: Partner with Total Rewards to develop compelling value proposition
  - Sep: Develop and implement consistent recruitment processes
  - Oct: Design and implement university wide onboarding process

- **2019**
  - Jan: HR Service Delivery
  - Feb: Configure and Prototype
  - Mar: Prioritize key talent initiatives
  - Apr: Talent Management strategy development and alignment
  - May: Socialize talent strategy
  - Jun: Design phase one workforce planning strategy*

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*Subject to change pending updates to Workday timeline

**Next phase of talent strategy will address key retention strategies and continue workforce planning, performance management, professional and leadership development**
# Total Rewards

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

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</table>
| Establish a consistent and comprehensive pay structure and job family model | • Refine job descriptions/titles  
  • Define job families and mapping of existing employees | Ensure equitable and consistent compensation practices across the Ohio State community via a modernized structure |
| Maximize automated business processes within the Workday tool              | • Draft/finalize future state salary structures  
  • Align existing jobs to job families and profiles | Fully leverage the capability of Workday aligned with redesigned practices |
| Increase competitiveness of Ohio State as an employer                     | • Define career paths and promote the value proposition of employment at OSU | Be, and be seen as, an Employer of Choice |
Total Rewards Action Steps

Classification & Compensation Redesign

Executive Compensation

Physician Compensation

Understand Existing Benefit Programs

Design New Benefit Programs

Roll Out New Benefit Programs

Communications, Change Management, Compliance/Risk Mgmt., Culture, Diversity & Inclusion
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 Detailed Schedule*

<table>
<thead>
<tr>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug</td>
<td>Sep</td>
</tr>
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</table>

Architect
Configure and Prototype
Conversion Validation
Tenant Validation
Test

CCR Group 1

Priorities:
- Academic Administration
- Student Life
- Administrative/Office
- Planning & Analysis
- Program and Project Management
- Customer Service

OSU R1 Job categories (~7,000 staff in Progress)
- IT
- Research
- Supply Chain
- Finance
- HR
- Medical
- Assets
- Epidemiology
- Nursing
- Patient Care Support

OSU R2 Job categories (~4,500 staff)
- Medical
- Research
- Supply Chain
- Finance
- HR
- Medical
- Assets
- Epidemiology
- Nursing
- Patient Care Support

Assign “reports to” for supervisory orgs
Define Salary Grades in Workday
Assign new grades to job profiles

*Subject to change pending updates to Workday timeline
# HR STRATEGIC PLAN

## EXECUTIVE SCORECARD

### TOTAL REWARDS

<table>
<thead>
<tr>
<th>Metric</th>
<th>Trend</th>
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<tbody>
<tr>
<td>Cost of Health and Retirement Benefits</td>
<td>![Green]</td>
</tr>
<tr>
<td>Classification &amp; Compensation Completion</td>
<td>![Green]</td>
</tr>
<tr>
<td>Cost of Well-being programs</td>
<td>![Red]</td>
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**Comments:**

### COST MANAGEMENT

<table>
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<tr>
<th>Metric</th>
<th>Trend</th>
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<tbody>
<tr>
<td>Staffing Efficiency Ratio</td>
<td>![Red]</td>
</tr>
<tr>
<td>HR Expense Ratio</td>
<td>![Green]</td>
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</tbody>
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**Comments:**

### TALENT MANAGEMENT

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<tbody>
<tr>
<td>Employee Experience, Engagement, and Employer Brand</td>
<td>![Red]</td>
</tr>
<tr>
<td>Manager, Employee and Applicant Satisfaction</td>
<td>![Green]</td>
</tr>
<tr>
<td>Professional and Leadership Development</td>
<td>![Green]</td>
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**Comments:**

### OPERATIONAL EFFICACY

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<tbody>
<tr>
<td>Rate of Self-Service Participation</td>
<td>![Green]</td>
</tr>
<tr>
<td>Transactional Efficacy</td>
<td>![Green]</td>
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<tr>
<td>Service Commitment</td>
<td>![Green]</td>
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**Comments:**

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Legend:
- ![Green]: Meets or Exceeds Goal
- ![Yellow]: Caution
- ![Red]: Below Goal - Action Needed
- ![Gray]: Data Pending

ILLUSTRATIVE DRAFT
FOR REVIEW ONLY

Positive Trend
No Change
Negative Trend

Meets or Exceeds Goal
Caution
Below Goal - Action Needed
Data Pending
Next Steps:

- Integrate HR Strategic Plan working with the Chief Strategy Officer to more closely align with University Time & Change Strategic Plan.

- Develop metrics/scorecard specific to HR in alignment with University Time & Change Strategic Plan.

- Focus on the design of a comprehensive organization change management strategy, inclusive of communication and training.

- Continue to engage key stakeholders, inclusive of board members, to champion advancement and full implementation of HR Strategic Plan.
Delivering HR Excellence.
Inspiring People.
Leading Change.
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 April 6, 2018, meeting of the board, including the following appointments:

Reappointment

Name: Jay Kasey  
Title: Senior Vice President  
Unit: Administration and Planning  
Term: June 1, 2018

Name: David P. McQuaid  
Title: Vice President  
Unit: Health Services  
Title: Chief Executive Officer  
Unit: The Ohio State University Health System  
Title: Chief Operating Officer  
Unit: The Ohio State University Wexner Medical Center  
Term: July 1, 2018 through June 30, 2021