

**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

Public Session

*ITEMS FOR DISCUSSION*

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

Executive Session

8:55-9:40am

Public Session

*ITEMS FOR ACTION*

- |   |             |
|---|-------------|
| 7. <i>Personnel Actions - Ms. Basso</i> | 9:40-9:45am |
|---|-------------|



**THE OHIO STATE UNIVERSITY**

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HUMAN RESOURCES

# HR Strategic Plan

Initial Action Steps

Talent & Compensation Committee

June 7, 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







## 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)



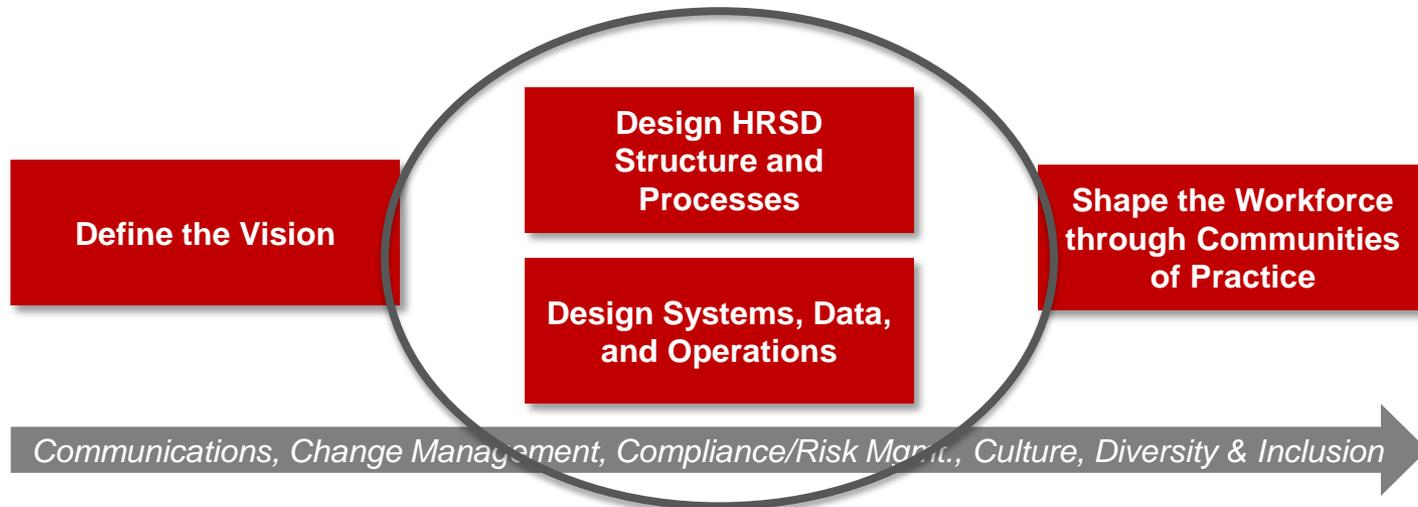
## HR Excellence

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

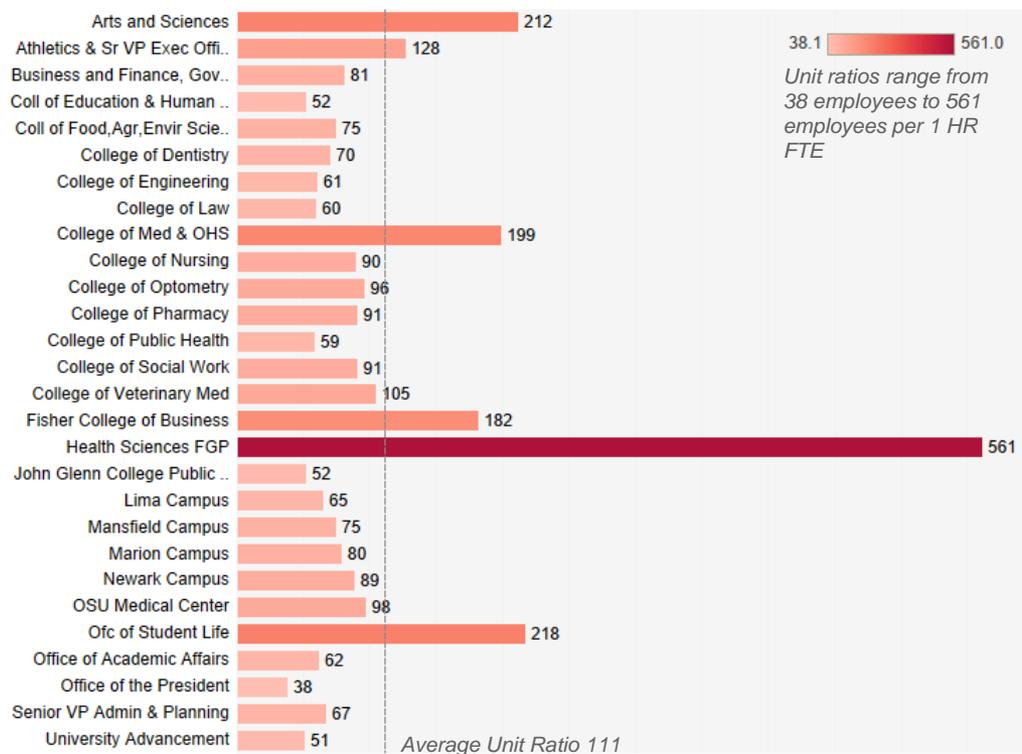




# The Case for Change

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

### Number of Employees per 1 HR FTE by Unit



	HR FTE	Employee FTE	Employee:HR FTE Ratio
Arts and Sciences	16.0	3,386.0	212
Athletics & Sr VP Exec Offi..	6.0	765.3	128
Business and Finance, Gov..	5.0	407.4	81
Coll of Education & Human ..	13.3	688.7	52
Coll of Food,Agr,Envir Scie..	26.8	1,994.4	75
College of Dentistry	6.0	422.0	70
College of Engineering	27.5	1,676.4	61
College of Law	2.0	119.3	60
College of Med & OHS	23.0	4,584.9	199
College of Nursing	2.5	225.1	90
College of Optometry	1.3	120.4	96
College of Pharmacy	3.0	272.1	91
College of Public Health	2.5	147.1	59
College of Social Work	1.3	113.6	91
College of Veterinary Med	5.0	526.3	105
Fisher College of Business	2.5	455.5	182
Health Sciences FGP	1.0	561.0	561
John Glenn College Public ..	1.5	78.2	52
Lima Campus	2.0	130.8	65
Mansfield Campus	2.0	150.7	75
Marion Campus	2.0	159.6	80
Newark Campus	2.8	244.8	89
OSU Medical Center	127.3	12,465.1	98
Ofc of Student Life	10.0	2,178.0	218
Office of Academic Affairs	35.3	2,199.0	62
Office of the President	1.0	38.1	38
Senior VP Admin & Planning	15.0	1,010.8	67
University Advancement	8.5	434.9	51



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*



**HR CENTERS OF EXPERTISE**

**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*



**HR LEADERSHIP**

**Serving the employee life cycle with core HR services**

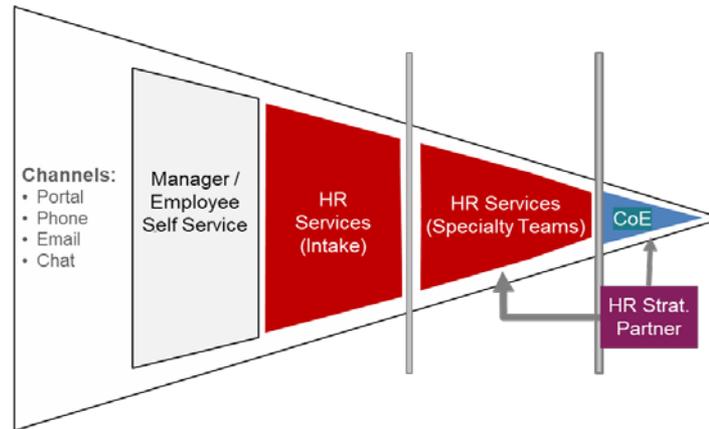
*HR Services focus on providing transactional/execution based activities to customers across the organization*





## 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.



HR SERVICE MANAGEMENT (KPIs, Process Ownership, Continuous Improvement, Vendor & Partner Management)

ENABLING TECHNOLOGIES (Workday, Case Management, Knowledge Management, IVR/Automated Answers)

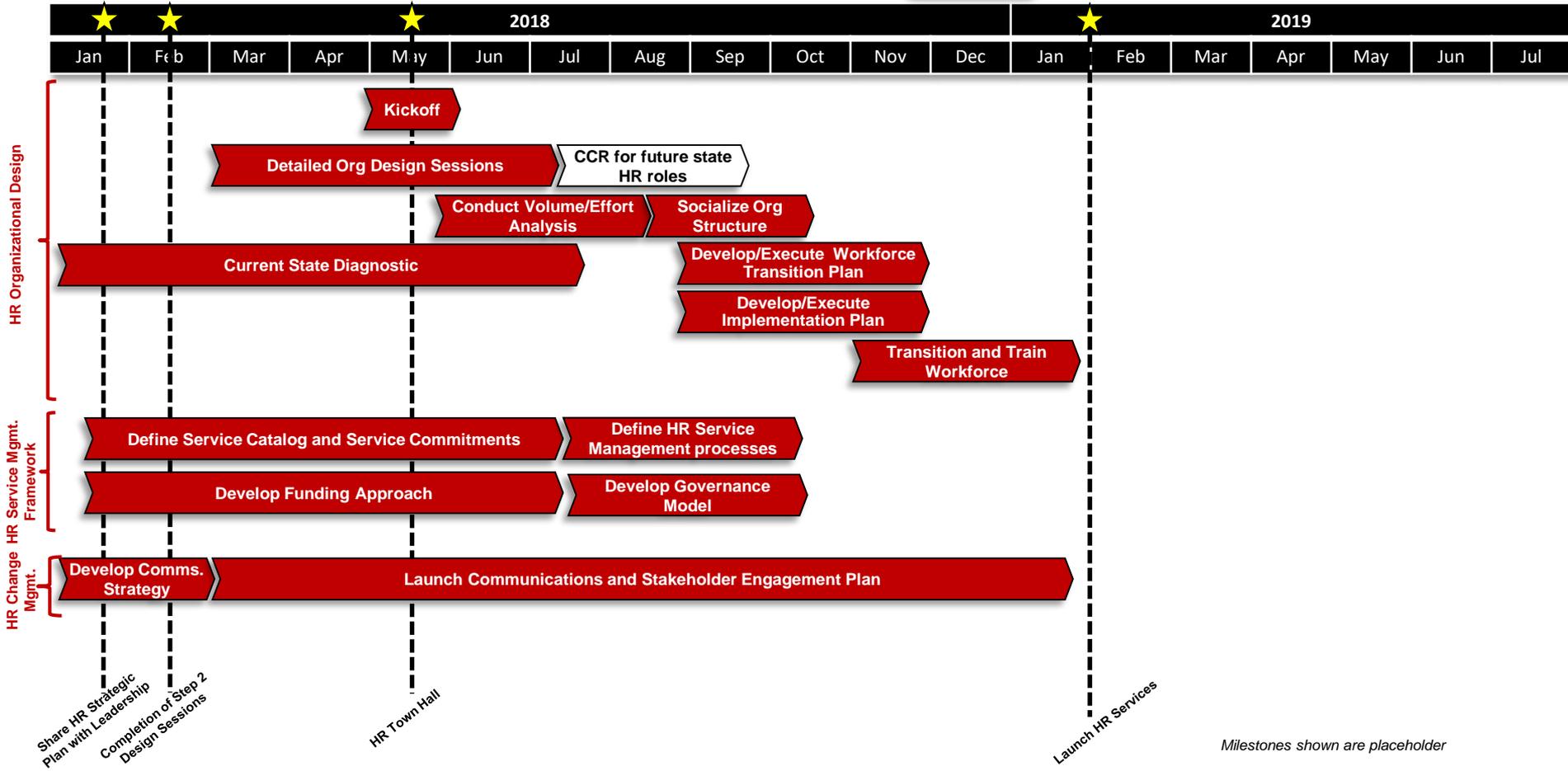
The future HR Service Delivery model will enable:

- 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\*



\*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.

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

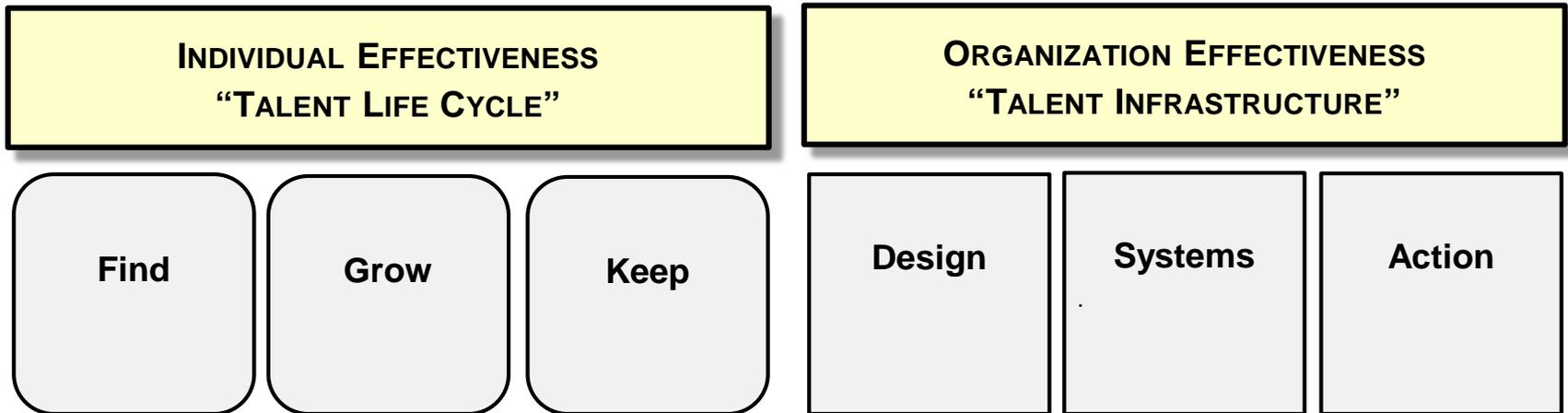


## Talent Management Action Steps





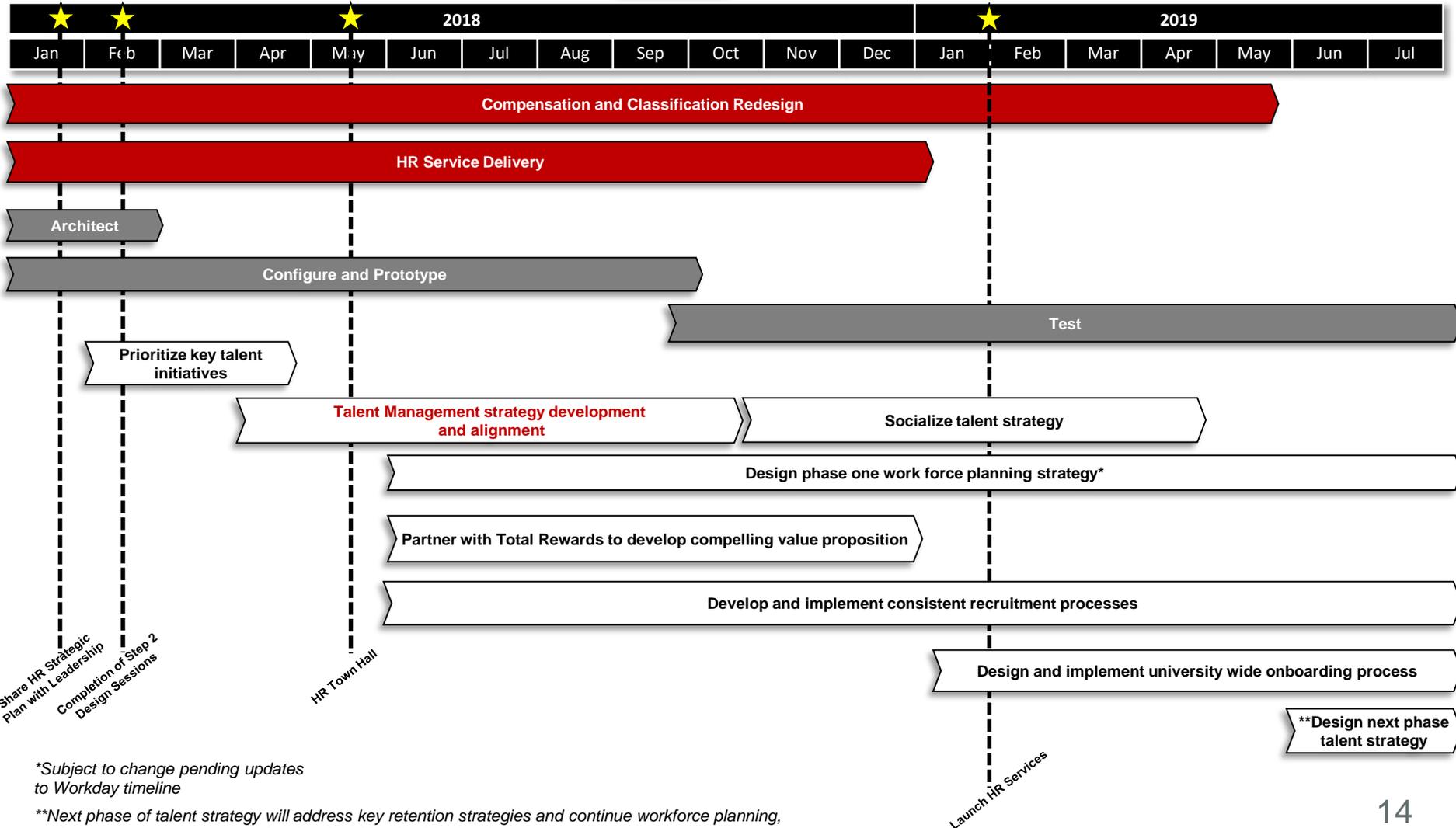
# Talent Management Design (Concept)





### Talent Management

# Talent Management Detailed Schedule\*



\*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



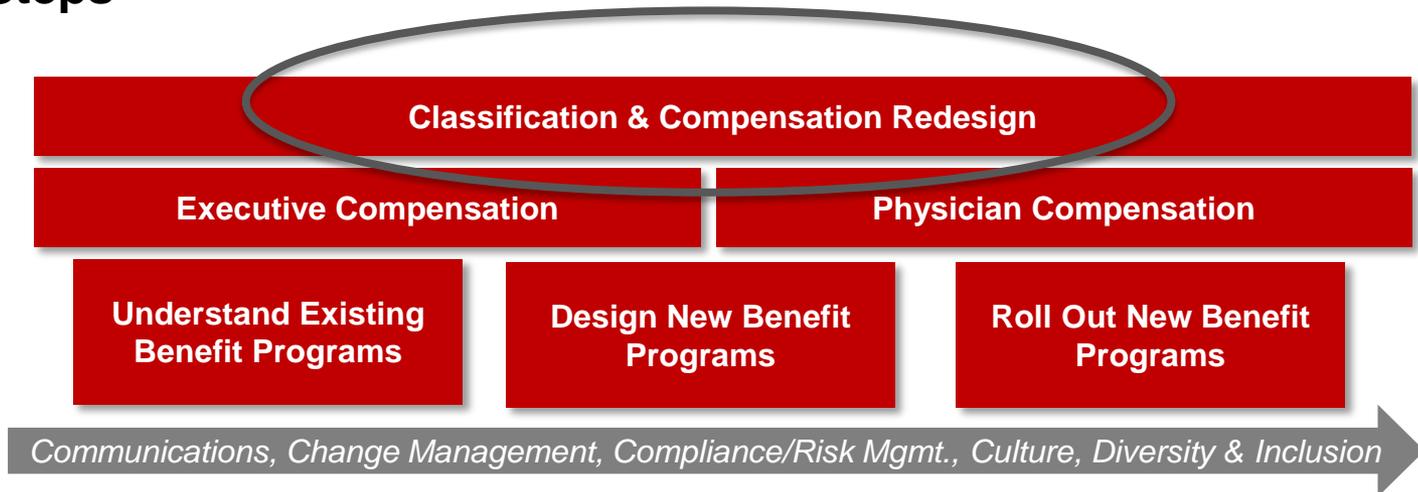
## Total Rewards

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

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

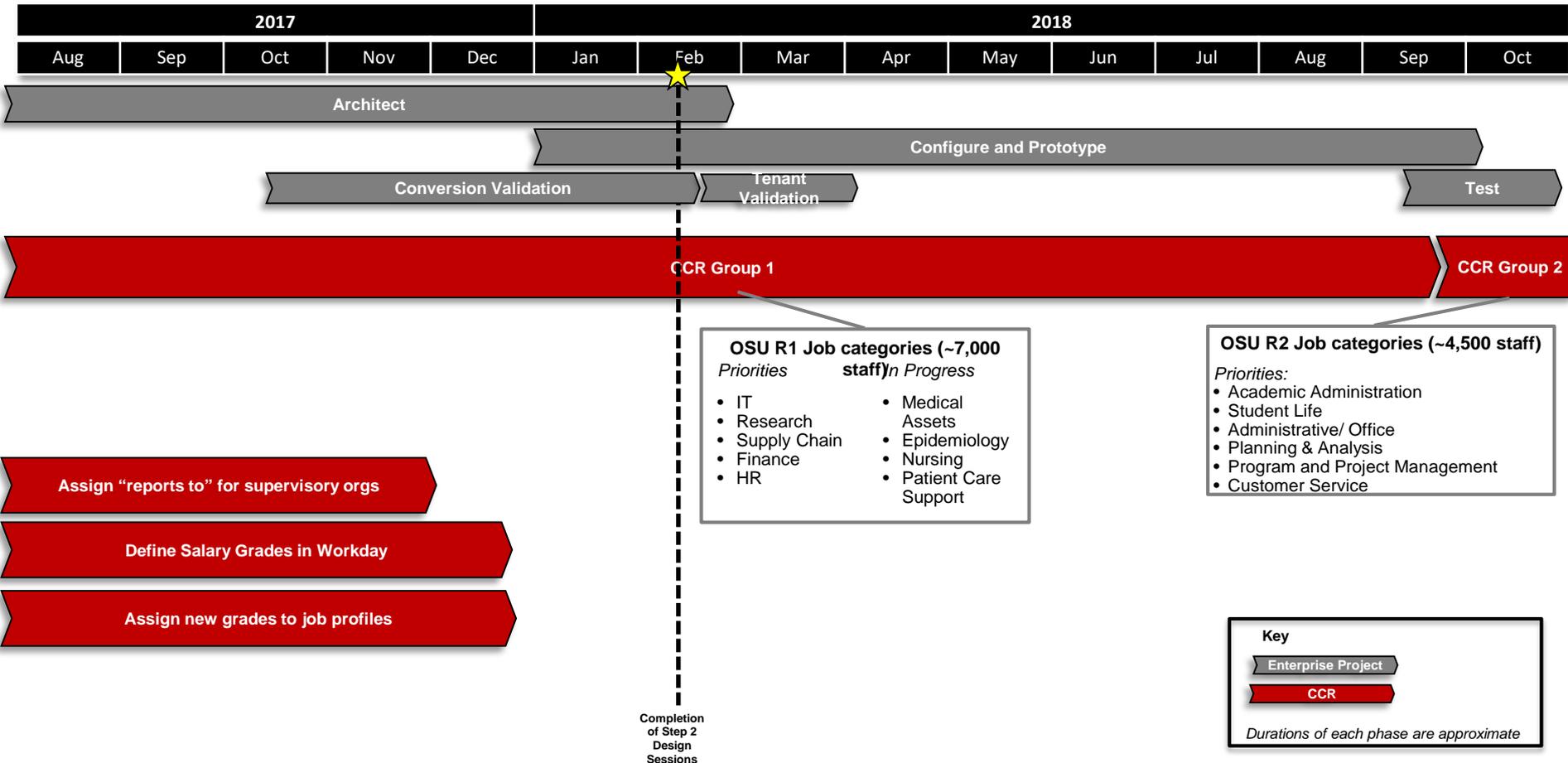
### CCR Future State:

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



CCR

# CCR Detailed Schedule\*



\*Subject to change pending updates to Workday timeline



# 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:

- 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



**THE OHIO STATE UNIVERSITY**

HUMAN RESOURCES

THE OHIO STATE

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Inspiring People.  
Leading Change.*



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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 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