

**WEDNESDAY, NOVEMBER 18, 2020**  
**TALENT, COMPENSATION & GOVERNANCE COMMITTEE MEETING**

Hiroyuki Fujita  
Lewis Von Thaer  
Erin P. Hoeflinger  
John W. Zeiger  
Elizabeth P. Kessler  
Jeff M.S. Kaplan  
Gary Heminger (*ex officio*)

Location: Zoom Meeting

Time: 1:00-3:00pm

Executive Session

1:00-2:10pm

Public Session

*ITEMS FOR DISCUSSION*

1. *HR Service Delivery Redesign – Ms. Susan Basso, Ms. Kim Shumate* 2:10-2:25pm
2. *Retirement Redesign – Ms. Susan Basso, Ms. Julie Hovance* 2:25-2:35pm
3. *Key Critical Searches – Ms. Susan Basso* 2:35-2:40pm

*ITEMS FOR ACTION*

4. Approval of August 26, 2020, Committee Meeting Minutes – Dr. Hiroyuki Fujita 2:40-3:00pm
5. Approval of Personnel Actions – Ms. Susan Basso
6. Approval of Changes to Classified Civil Service Rules – Ms. Susan Basso

*Written Report (Background Only) – Human Resources Summary*



**THE OHIO STATE UNIVERSITY**

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## **HR Service Delivery Redesign**

Prepared for the Talent, Compensation and Governance Committee  
of The Ohio State University Board of Trustees  
November 18, 2020

# HR Transformation

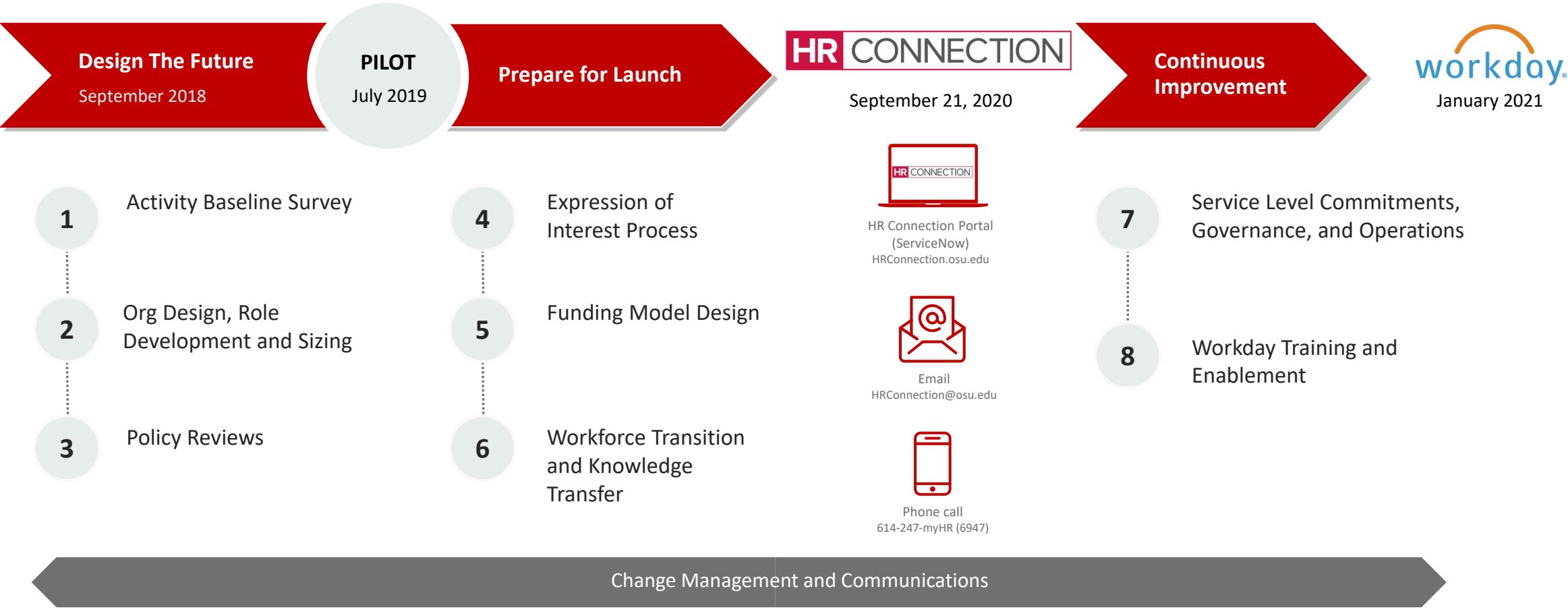
The “HR @ Ohio State” strategy is a transformative redesign of the HR services, enabled by modern day technology, in support of the institution.



- Consolidate 11 service centers into **one organization**, HR Connection
- Provide **high quality HR services** supported by Service Level Commitments and data transparency
- Create **clear pathways** to HR career progression
- **Consistent and streamlined processes** to reduce overall transaction processing time and increase transaction effectiveness
- Provide **risk management** through better reporting and data integrity



# Our Journey At-A-Glance

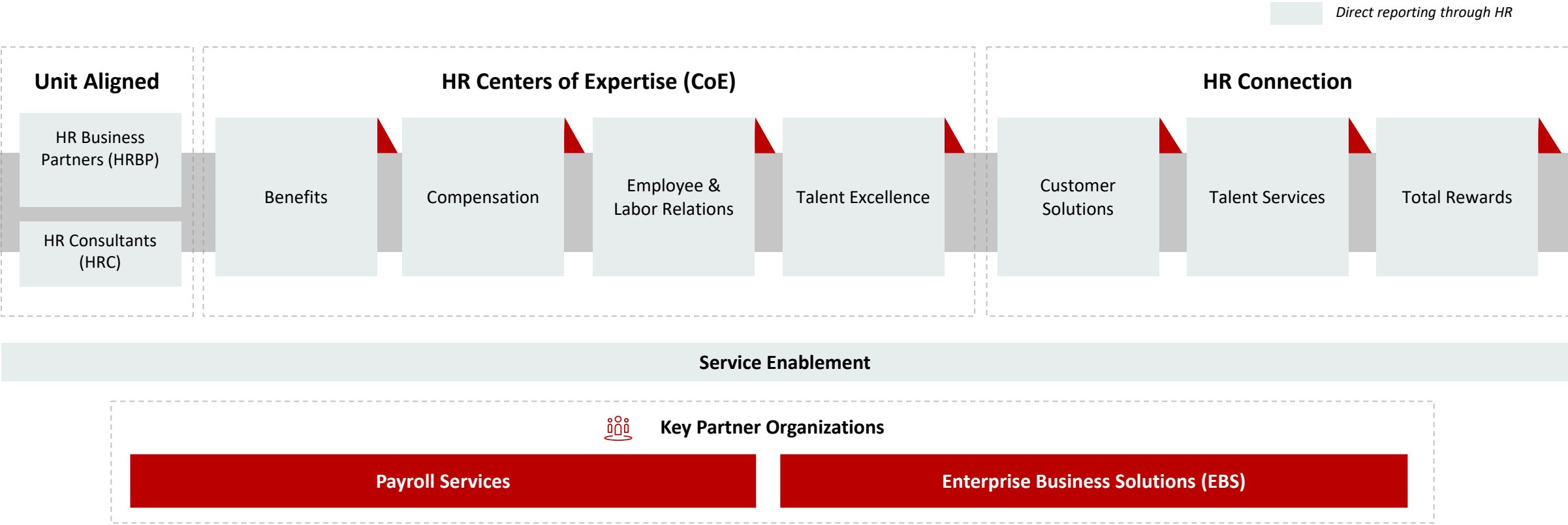


Our Partners



# HR Service Delivery Teams

HRBPs and HRCs are aligned to a unit, while the other teams are co-located and deliver services based on functional area alignment. HRBPs, HRCs and CoEs include designated Wexner Medical Center HR Leadership and team members.



# Aligning People to the Model

Through the Activity Baseline Survey and review of HR Rosters, we identified approximately 500 individuals who would participant in the Expression of Interest for future roles in HR and payroll.



## Job Description Publication

Descriptions provided visibility into the key responsibilities and competencies, by role.



## August HR Open House

Open House held with sessions on the new HRSD model and roles and open Q&A.



## Expression of Interest (EOI)

Individuals met with HRBPs to discuss interest and complete EOI process.



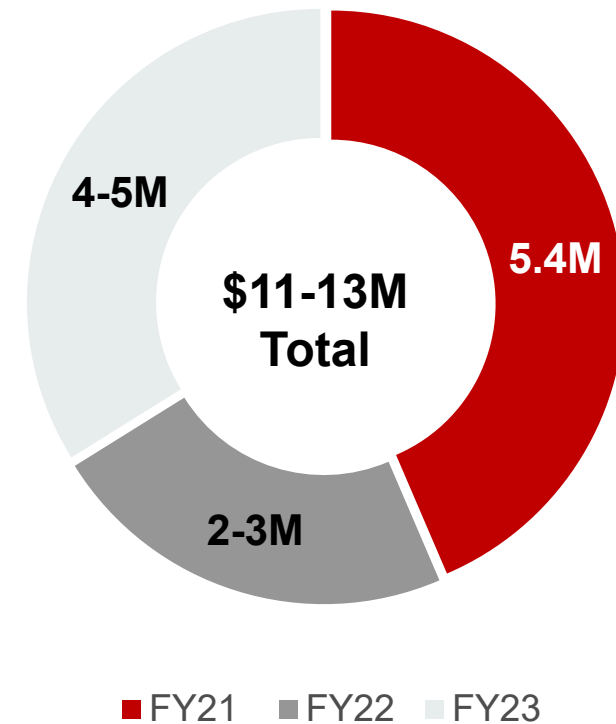
## Assessment and Selection

Review of interests and roles needs to align individuals to future state roles.

# HRSD Funding Model & Savings

- > The HR Service Delivery Funding Model has been implemented for FY21, achieving an **estimated \$5.4M in total savings** for the University in our first year of the new model.
- > We are committed to driving future state efficiencies and **reducing overall headcount**, achieved both through Workday and other strategic initiatives.
- > Based on these goals, we are expecting to deliver an **additional \$6-8M dollars over three years** with \$2-3M of that goal being met next year.
- > Multi-year plans and savings projections will be **updated annually** to reflect new data and any changes to strategic priorities.

HRSD Savings Projections



# Service Level Commitments

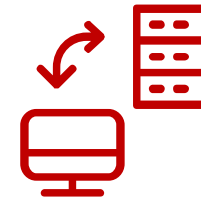
Service Level Commitments (SLCs) provide visibility into performance against metrics through a regular cadence of publication. SLCs are established for the interim model and will be revisited prior to the Workday go-live.



**Response Time  
Commitment**



**Transactional  
Commitment**



**Project-based  
Commitment**

**Service Level Commitments (SLCs)** are metrics that commit to a level of service that HR will provide to customers.





# HR Connection Customer Launch



September 21, 2020



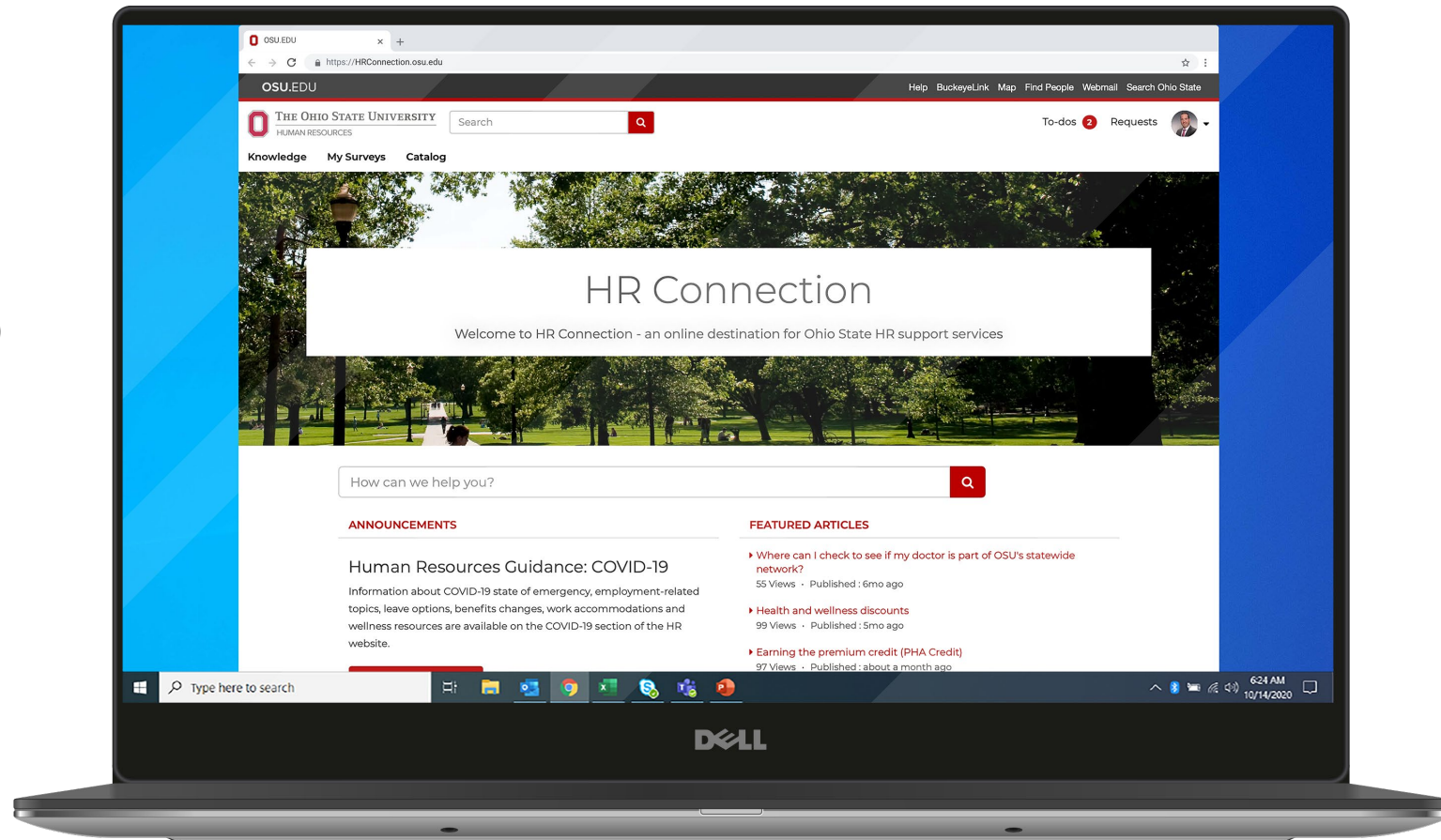
HR Connection Portal  
HRConnection.osu.edu



Phone call  
614-247-myHR (6947)



Email  
HRConnection@osu.edu



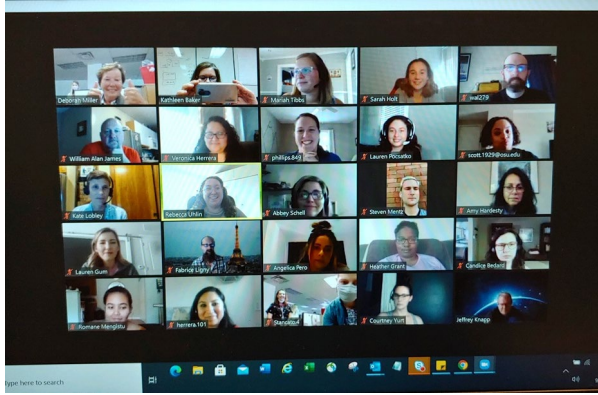
# HR Connection Operation

Ohio State's shared services operation, HR Connection, is a critical component of the HRSD model and is the main point of contact for HR and payroll support.

**Customer Solutions Team**

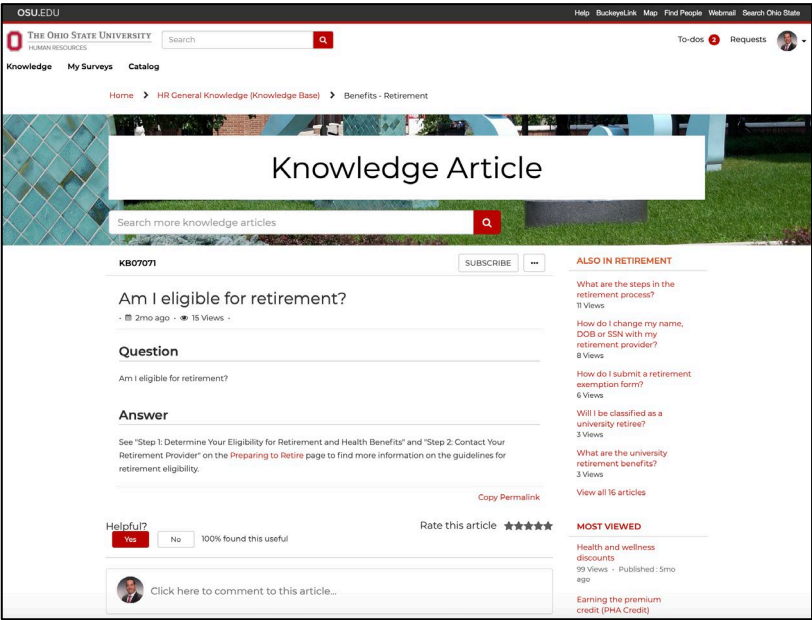
**Talent Services Team**

**Total Rewards Team**



# How the Service Center Works

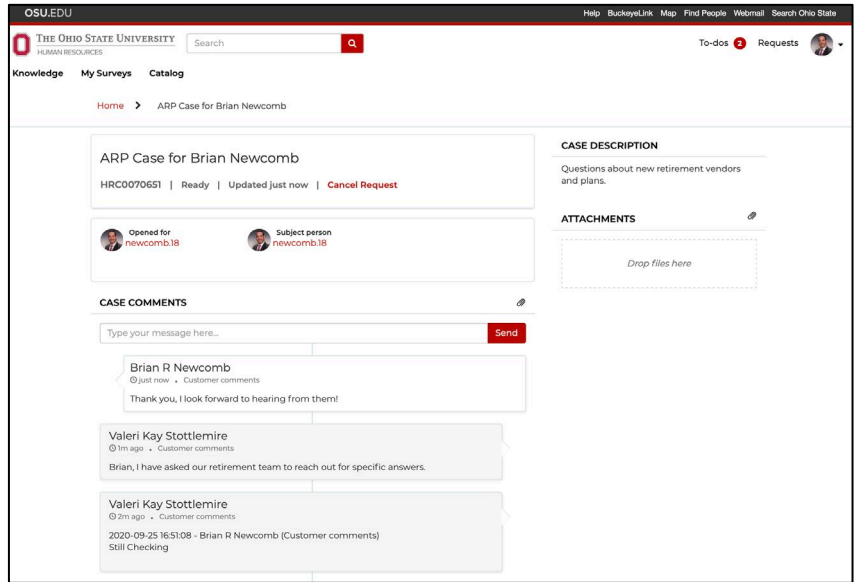
HR Connection, enabled by our modern technology ServiceNow, provides a number of ways for employees of the campus and medical center to receive HR and payroll support.



24/7 self-service portal and knowledgebase



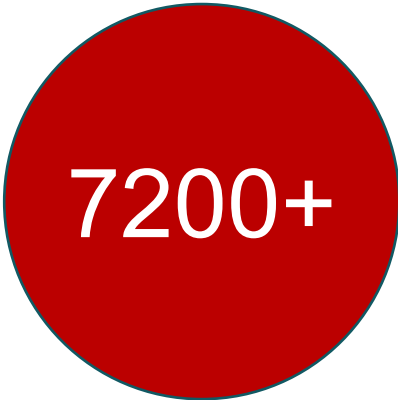
Customer Service support via phone



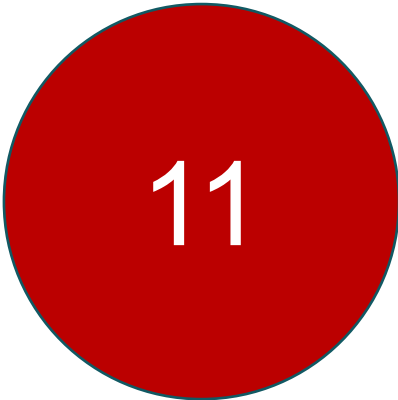
Transparency and communication

# HR Connection Sept 21 – Oct 22

We are monitoring our progress daily and adjusting operations to support call volumes. The numbers below reflect our first month of HR Connection operations.



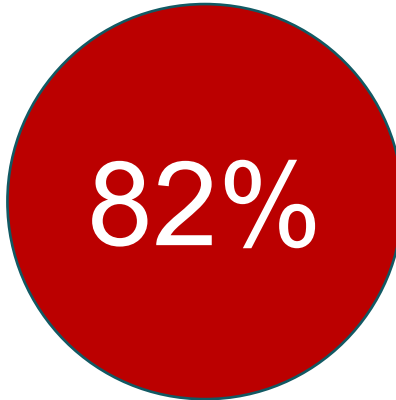
Total Calls



Average Call Handle  
(Minutes)




Total Cases



Percent Resolved

# What's Next – Preparing for Workday




Creating a better employee experience.


## Coming to Ohio State on January 3!

Use Workday to:

- View pay
- Select benefits
- Update personal information
- Review real-time org charts


And much more!


 THE OHIO STATE UNIVERSITY [GO.OSU.EDU/WORKDAY](https://go.osu.edu/workday)





Creating a better employee experience.


## Coming to Ohio State on January 3!

 **What is Workday?**  
Workday is a new tool for managing your employee information and Ohio State's finance and HR data. Workday will replace many of Ohio State's software systems with a unified and mobile-friendly platform, creating an easier way to complete Buckeye business.

 **Who will use Workday?**  
All Ohio State faculty, staff and student employees across campuses and the Wexner Medical Center will use Workday for general tasks, such as updating personal information and viewing pay. Finance, supply chain, HR and payroll professionals will use Workday frequently to support their roles.

 **Why Workday?**  
Ohio State's current financial and HR software systems are outdated and unconnected. Workday provides Ohio State an opportunity to redesign business processes for ease and consistency, in a best-in-class software system.

 **When will Workday go live?**  
The transition to Workday will occur in early January 2021, over the course of two launch periods. HR and payroll information will go live on January 3, and finance and supply chain information will go live on January 7.

 THE OHIO STATE UNIVERSITY [GO.OSU.EDU/WORKDAY](https://go.osu.edu/workday)



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## **Retirement Redesign**

Prepared for the Talent, Compensation and Governance Committee  
of The Ohio State University Board of Trustees  
November 18, 2020



# Agenda

- Key Dates
- Impacted Plans
- Enhancement Details
- Participant Impact
- Resources Available





## Retirement Plan Offerings at the University:

Retirement savings is an essential piece of the university's total rewards program and it supports the efforts of faculty and staff to plan a fulfilling, financially secure retirement through multiple savings opportunities:

- All University employees are required by law to participate in one of the following:
  - Ohio Public Employees Retirement System (“OPERS”)
  - State Teachers Retirement System of Ohio (“STRS”)
  - The Ohio State University Alternative Retirement Plan (“ARP”)
  
- University employees may elect to contribute to one or both of the voluntary plans:
  - The Ohio State University 403(b) Retirement Plan (“403(b) Plan”)
  - The Ohio State University 457(b) Deferred Compensation Plan (“457(b) Plan”)
  
- Certain highly compensated employees whose retirement contributions to the state-mandated plans reach the IRS limits may also contribute to:
  - The Ohio State University Retirement Continuation Plans (“RCP”)
  - The Ohio State University Supplemental 415(m) Retirement Plans (“415(m) Plan”)





## Retirement Plans Impacted – University Sponsored Plans

The University has been working to implement enhancements to the University Sponsored Plans, including:

- The Ohio State University Alternative Retirement Plan (“ARP”)
- The Ohio State University 403(b) Retirement Plan (“403(b) Plan”)
- The Ohio State University 457(b) Deferred Compensation Plan (“457(b) Plan”)  
Note: Excludes 457(b) through Ohio Deferred Comp
- The Ohio State University Retirement Continuation Plans (“RCP”)
- The Ohio State University Supplemental 415(m) Retirement Plans (“415(m) Plan”)



## Retirement Redesign – Timeline

- **June 2016** – Ohio law previously changed to allow public universities to reduce the number of providers under the ARP and the 403(b) plan; Ohio Department of Higher Education approved providers under the ARP.
- **January 2017** – Board of Trustees delegated authority for the administration of retirement plans to the Senior Vice President of Talent, Culture, and Human Resources (SVP of HR).
- **May 2017** – Retirement Oversight Committee (ROC) was formed to review and recommend enhancements to the SVP of HR.
- **Fall 2017** – Four-year public universities in Ohio reviewed retirement plan best practices; Ohio State contracted with Aon to evaluate its university-sponsored retirement plans.
- **2017- 2018** – Conducted a thorough review of the retirement plans and the ROC's recommendations were approved by the SVP of HR in October 2018.
- **2019 - 2020** – Negotiate contracts, amend plan documents, and transition implementation.
- **January 2021** – New enhancements to “go-live.”



## Retirement Redesign – Enhancement Overview

- Reduce the number of ongoing providers to five; nine existing providers to be frozen – no new contributions, transfers, or rollovers permitted
  - Makes it easier for employees to evaluate and select a provider.
  - Allows Ohio State to evaluate the ongoing providers and their services.
- New investment options based upon how involved the participant wants to be in managing their investments
  - Faculty / staff select options from three investment “tiers” designed to meet different levels of knowledge and preferences for engagement.
  - Leverage economies of scale to lower investment costs paid by participants.
- New transparent and equitable administrative fee structure.
- Master Recordkeeper (default provider) to help manage enrollment and compliance.



# Retirement Redesign – Ongoing Providers

- Legislative changes will be implemented:

ARP		403(b)		457(b)		Executive Plans	
Current	Future	Current	Future	Current	Future	Current	Future
8	4	12	4	5	3	2	2

ARP	403(b)	457(b)	Executive Plans
AIG Retirement Services Fidelity Investments TIAA VOYA	AIG Retirement Services Fidelity Investments TIAA VOYA	Fidelity Investments (NEW) Ohio Deferred Compensation TIAA	Fidelity Investments TIAA

- The **majority of employees** will not be impacted:

Percentage Already Contributing to an Ongoing Provider			
ARP	403(b)	457(b)	Executive Plans
93%	76%	78%	100%



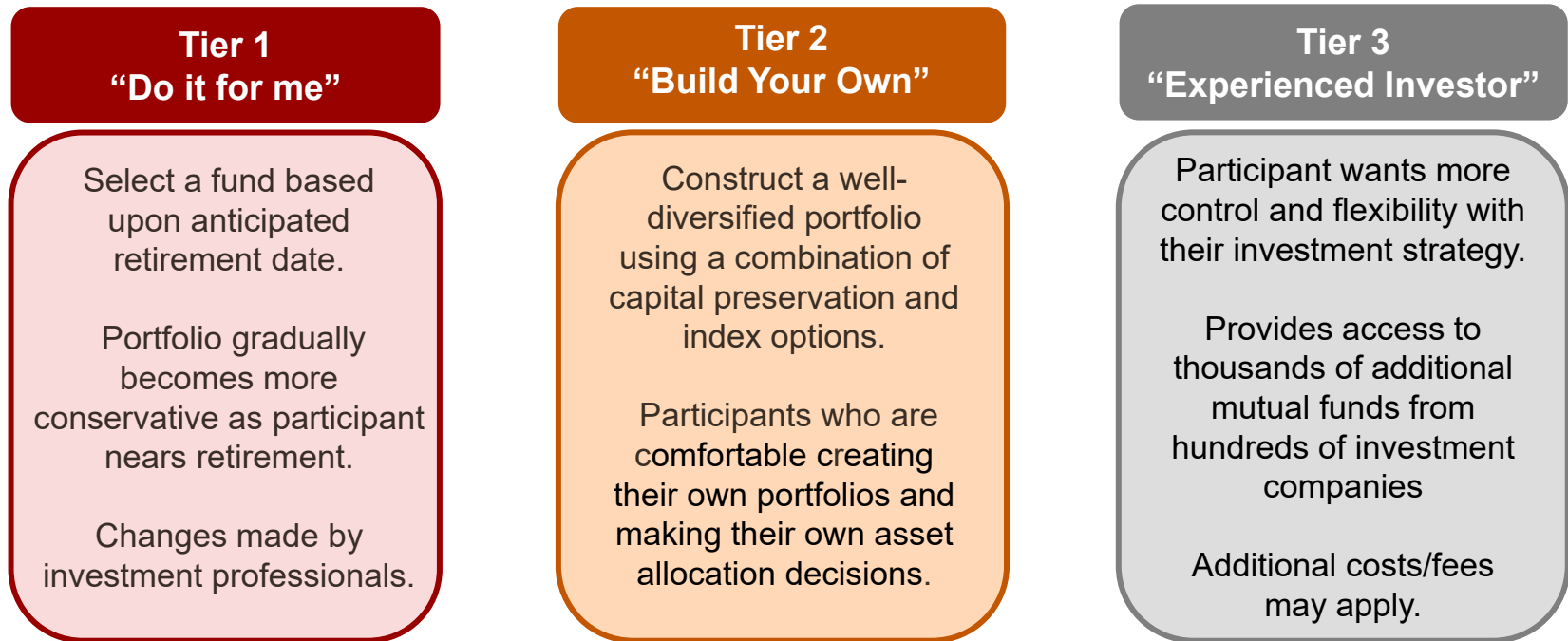
## Retirement Redesign – Administrative Fees

- Effective **January 4, 2021**, administrative recordkeeping fees are being removed from the plans' investments and will be paid through a **flat annual fee**, divided into quarterly payments.
  - Fee amounts will vary by provider and by plan.
- Advantages:
  - Improves fee transparency and equitability.
  - Lowers administrative fees for the majority through rigorous negotiations.
  - Recordkeeping costs will remain capped as participants' retirement accounts grow.



# Retirement Redesign-New Tiered Investment Lineup

- Categorizes investments in a manner that guides participants through their choices.



**Note:** Employees may participate in more than one tier; investments in Tier 1 and Tier 2 will be regularly monitored by the ROC for their ongoing viability



# Retirement Redesign – Key Decisions

## Key Decisions and Next Steps

<b>Future Provider Election (after January 4, 2021)</b>	<b>Future Investment Election (after January 4, 2021)</b>	<b>Existing Account Balance (after January 4, 2021)</b>
Take no action and continue contributions to ongoing provider and/or be automatically enrolled (defaulted) to Fidelity; <u>OR</u>	Take no action and be automatically enrolled (defaulted) to a Vanguard Target Retirement Date Fund based on age; <u>OR</u>	Keep the legacy account balance with the existing provider; <u>OR</u>
Select a new ongoing provider	Select new investments from the new tiered investment lineup (tier 1, 2, 3)	Move the legacy account balance to an ongoing provider and the new tiered investment lineup (tier 1, 2, 3)



## Retirement Redesign – Available Resources

- A variety of resources are available for participants:



### Decision Toolkit

Detailed guide from OHR was mailed to the home of all affected current and former employees



### Websites



### Live and Pre-recorded Webinars



### 1:1 Consultations

- **Deadline: January 4, 2021** for provider and investment changes to be in place for the January payroll or be automatically defaulted.
- Additional resources and communication materials are also available from the ongoing providers.
- HR is communicating through broad and targeted internal channels.





## **SUMMARY OF ACTIONS TAKEN**

*August 26, 2020 – Talent, Compensation & Governance Committee Meeting*

### **Voting Members Present by Zoom Virtual Meeting:**

Hiroyuki Fujita  
Lewis Von Thaer  
Erin P. Hoeflinger

John W. Zeiger  
Elizabeth P. Kessler  
Jeff M.S. Kaplan

Gary R. Heminger (ex officio)

### **Members Absent:**

N/A

## **PUBLIC SESSION**

The Talent, Compensation & Governance Committee of The Ohio State University Board of Trustees convened on Wednesday, August 26, 2020, virtually over Zoom. Committee Chair Hiroyuki Fujita called the meeting to order at 3:15 p.m.

### ***Items for Discussion***

1. Annual Trustee Ethics Training: The board's Statement of Ethical Conduct and Leadership Integrity requires that all trustees participate in ethics education on an annual basis. Anne Garcia, Gates Garrity-Rokous and Jessica Tobias led this annual ethics training, which discussed how the trustees' fiduciary obligations have been codified in the Ohio Ethics Law. The goals of the training session were to make sure trustees know where to go for questions; to reinforce their commitment to integrity; and to increase their understanding of the Ohio Ethics Law.
2. Statement of Expectations: Dr. Fujita reminded the board that, as part of our bylaws, each trustee is required to periodically review the board's Statement of Expectations and provide a signature to confirm that they have reviewed it.
3. Career Roadmap Updates: Susan Basso and Rob Prsbrey, Compensation Projects Senior Director, shared an update on the strategic Career Roadmap initiative. They discussed mapping validation, costing, adoption and communications. Over the last year, 30,000 positions were mapped to the new framework and validated by unit leaders and their HR partners. They are now in the final phase of mapping and will continue to work on reducing mapping inflation through an audit of positions that fall well outside of their standard pay ranges.
4. Key Critical Searches: Susan Basso shared updates on two of the high-level searches that are in motion, including the searches for the university's Senior Vice President and General Counsel and the Dean of the College of Engineering.



**Items for Action**

5. Resolution No. 2021-26, 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 June 3, 2020, meeting of the board, including the following appointments and contract updates:

Appointments

Name: Kristina M. Johnson  
Title: President  
Unit: The Ohio State University  
Term: September 1, 2020 – August 31, 2025

Name: Carol R. Bradford  
Title: Dean  
Title: Leslie H. and Abigail S. Wexner Dean's Chair in Medicine  
Unit: College of Medicine  
Title: Vice President of Health Sciences  
Unit: Wexner Medical Center  
Term: October 1, 2020 – September 30, 2025

*Note: Dr. Carol Bradford holds a Visiting Professor appointment in the Department of Otolaryngology. Her appointment as a tenured Professor in Otolaryngology will come forward for approval at the November Board of Trustees meeting.*

6. Resolution No: 2021-13, Approval of Talent, Compensation & Governance Committee Charter

Synopsis: Approval of Talent, Compensation & Governance Committee Charter, which will supersede and replace the Talent & Compensation Committee Charter and the Governance Committee Charter, is proposed.

WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and

WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and

WHEREAS the Board of Trustees combined the Talent & Compensation Committee and the Governance Committee and created a Talent, Compensation & Governance Committee of the board effective August 30, 2019; and

WHEREAS section 3335-1-02(C)(1)(d) of the *Bylaws of the Ohio State University Board of Trustees* sets forth the description of the Board of Trustees' Talent, Compensation & Governance Committee; and

WHEREAS the Talent, Compensation & Governance Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and

WHEREAS the Board of Trustees desires to supersede and replace the Talent & Compensation Committee Charter adopted November 6, 2015, and the Governance Committee Charter adopted



February 1, 2013, with the attached Talent, Compensation & Governance Committee Charter dated August 27, 2020; and

WHEREAS the Talent, Compensation & Governance Committee shall be governed by the rules set forth in this Talent, Compensation & Governance Committee Charter:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Talent, Compensation & Governance Committee Charter dated August 27, 2020.

(See Appendix X for background information, page XX)

7. Resolution No: 2021-14, Amendments to the *Bylaws of The Ohio State University Board of Trustees*

Synopsis: Approval of the attached amendments to the *Bylaws of The Ohio State University Board of Trustees*, is proposed.

WHEREAS pursuant to 3335-1-09 (C) of the Administrative Code, the rules and regulations for the university may be adopted, amended or repealed by a majority vote of the University Board of Trustees at any regular meeting of the board; and

WHEREAS a periodic review of the board's bylaws is a governance best practice; and

WHEREAS the last revisions to the *Bylaws of the Ohio State University Board of Trustees* took place on June 3, 2020:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached amendments to the *Bylaws of the Ohio State University Board of Trustees*.

(See Appendix X for background information, page XX)



8. Resolution No. 2021-15, Ratification of Committee Appointments 2020-2021

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2020-2021 are as follows:

**Academic Affairs, Student Life & Research:**

Brent R. Porteus, Chair  
Cheryl L. Krueger  
Abigail S. Wexner  
Hiroyuki Fujita  
Alan A. Stockmeister  
Elizabeth P. Kessler  
Jeff M.S. Kaplan  
Anand Shah  
Susan Olesik (faculty member)  
Gary R. Heminger (ex officio)

**Advancement:**

Erin P. Hoeflinger, Chair  
Alan A. Stockmeister, Vice Chair  
Cheryl L. Krueger  
Abigail S. Wexner  
Craig S. Bahner  
Thomas M. Murnane  
Catherine Baumgardner (Alumni Assn member)  
Janelle Jordan (Alumni Assn member)  
Alec Wightman (Foundation Board member)  
Anne Klamar (Foundation Board member)  
Gary R. Heminger (ex officio)

**Audit, Compliance & Finance:**

John W. Zeiger, Chair  
Brent R. Porteus  
Erin P. Hoeflinger  
Alexander R. Fischer  
Hiroyuki Fujita  
Elizabeth P. Kessler  
Lewis Von Thae  
Jeff M.S. Kaplan  
James D. Klingbeil  
Amy Chronis  
Gary R. Heminger (ex officio)

**Talent, Compensation & Governance:**

Hiroyuki Fujita, Chair  
Lewis Von Thae, Vice Chair  
Erin P. Hoeflinger  
John W. Zeiger  
Elizabeth P. Kessler  
Jeff M.S. Kaplan  
Gary R. Heminger (ex officio)



**Master Planning & Facilities:**

Alexander R. Fischer, Chair  
James D. Klingbeil, Vice Chair  
Brent R. Porteus  
Anand Shah  
Robert H. Schottenstein  
Gary R. Heminger (ex officio)

**Wexner Medical Center:**

Leslie H. Wexner, Chair  
Abigail S. Wexner  
Cheryl L. Krueger  
Hiroyuki Fujita  
John W. Zeiger  
Stephen D. Steinour  
Robert H. Schottenstein  
W.G. Jurgensen  
Cindy Hilsheimer  
Gary R. Heminger (ex officio, voting)  
**KRISTINA M. JOHNSON (ex officio, voting) – effective September 1, 2020**  
Harold L. Paz (ex officio, voting)  
Bruce A. McPheron (ex officio, voting)  
Michael Papadakis (ex officio, voting)

9. Resolution No: 2021-27, Presidential Review and Compensation

Synopsis: Approval of President Drake's review and compensation is proposed.

WHEREAS it is best practice across higher education for a governing board to conduct an annual performance review of the university president; and

WHEREAS under the terms of President Drake's letter of offer, the president shall be eligible for a contractually-required annual performance award as determined by the Board of Trustees; and

WHEREAS pursuant to its charter, the Talent, Compensation & Governance Committee has reviewed the performance of the president for fiscal year 2020; and

WHEREAS the Procedure for Setting and Reviewing Compensation for University Executives authorizes the chair of the Talent, Compensation & Governance Committee to review and approve an annual performance award for the president, subject to ratification by the committee and the Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves a contractually-required annual performance award for the president of \$133,792 which amounts to 15% percent of his annual base salary.



**Action:** Upon the motion of Dr. Fujita, seconded by Mr. Von Thaer, the committee adopted the foregoing motions by unanimous voice vote with the following members present and voting: Dr. Fujita, Mr. Von Thaer, Mrs. Hoeflinger, Mr. Zeiger, Ms. Kessler, Mr. Kaplan and Mr. Heminger.

**Written Report**

In the public session materials, there was one written report shared for the committee to review:

- a. Human Resources Summary

**EXECUTIVE SESSION**

It was moved by Dr. Fujita, and seconded by Mrs. Hoeflinger, that the committee recess into executive session to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes, and to discuss personnel matters regarding the appointment, employment and compensation of public employees.

A roll call vote was taken, and the committee voted to go into executive session, with the following members present and voting: Dr. Fujita, Mr. Von Thaer, Mrs. Hoeflinger, Mr. Zeiger, Ms. Kessler, Mr. Kaplan and Mr. Heminger.

The committee entered executive session at 4:00 p.m. and the meeting adjourned at 4:28 p.m.

**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 August 27, 2020, meeting of the board, including the following appointments and contract updates:

Appointment

Name: Diane Dagefoerde  
Title: Interim Chief Information Officer  
Unit: Office of the Chief Information Officer  
Term: October 3, 2020

Name: Anne K. Garcia  
Title: Senior Vice President and General Counsel  
Unit: Office of Legal Affairs  
Term: October 1, 2020

Name: Paul N. Patton  
Title: Senior Advisor to the President  
Unit: Office of the President  
Term: November 9, 2020

Name: Jinliu (Grace) Wang  
Title: Executive Vice President for Research, Innovation and the Knowledge Enterprise  
Unit: Office of Research  
Term: December 1, 2020

**REVISIONS TO THE RULES OF THE CLASSIFIED CIVIL SERVICE  
OF THE OHIO STATE UNIVERSITY**

Synopsis: Approval of revisions to Chapters 3335-57, 3335-65, 3335-73, 3335-79, 3335-81, 3335-83, and 3335-89 of the Ohio Administrative Code governing The Ohio State University's Classified Civil Service staff related to appointments, applications, leaves, sick leave, reduction in force, payroll and compensation, and definitions of terms, is proposed.

WHEREAS in accordance with Section 124.14(F) of the Ohio Revised Code, the Board of Trustees shall carry out all matters of governance involving the officers and employees of the university, including employees in the Classified Civil Service; and

WHEREAS Resolution 2008-47, adopted by the Board of Trustees in November 2007 authorizes the Office of Human Resources, as the university's Appointing Authority relating to all matters of governance involving Classified Civil Service employees, in consultation with the Office of Legal Affairs, to make periodic recommendations to the Board regarding the enactment and revision of Classified Civil Service Rules; and

WHEREAS the most recent revision of the university's Classified Civil Service Rules was in June 2013, and the Office of Human Resources now has recommended further needed revisions in the rules with respect to appointments, announcements, leaves, reduction in force, payroll and compensation policies and definitions of terms for Classified Civil Service staff; and

WHEREAS these revisions in the Classified Civil Service Rules, as shown in the attached, will enable the university to streamline processes, enhance our efficiency and effectiveness, and provide more effective rules, and general management of Classified Civil Service employees; and

WHEREAS the university has complied with Ohio Revised Code Section 111.15 in promulgating these revisions to the Classified Civil Service Rules, and the university additionally has provided reasonable notice to all affected university employees and interested groups and a period of time during which such employees or interested groups could submit comments about the proposed Classified Civil Service Rules:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the revisions to the Classified Civil Service Rules as set forth in the attached amendments to the Classified Civil Service Rules, effective December 20, 2020.



# Board of Trustees CCS Rule Revision Approval

## Summary of Rule Changes

November 18, 2020

### Applications---Chapter 57

#### 3335-57-01—"Job Announcements"

- Amended to reflect that there will be one website for all announcements, including university and med center. Other language changes to align with policy revisions.

#### 3335-57-02---"Evaluating Applicants"

- Deleted the term "active pay status" as a criteria for an internal applicant's eligibility for consideration. The term no longer exists in Workday.
- Amended to allow probationary employees to be eligible for consideration for other university positions if their probationary period is ending within five calendar days of the application deadline.

### Employment and Positions (Previously titled "Appointments")---Chapter 65

#### 3335-65-03—"Temporary employment"

- Amended to replace 'employment' with 'position,' consistent with Workday and policy language.
- Amended to reflect that in Workday the maximum period of time for a temporary position is 12 months, and at the end of the period, the position cannot be extended---it will be terminated.

#### 3335-65-04---"Seasonal employment"

- Amended to use the term "position" consistent with Workday and policy language.
- Amended to reflect that at the end of the season, Workday requires that persons with seasonal positions be terminated from the positions and will no longer 'begin an inactive season.'
- Amended to reflect that persons in seasonal positions may be rehired into the position in successive seasons, but that they will not automatically receive the position every year. The filling of the positions will be based on operational need.
- Deleted the term "active pay status" as a factor in whether a person in a seasonal position can apply for other university positions. The term "active pay status" no longer exists in Workday.



THE OHIO STATE UNIVERSITY

HUMAN RESOURCES

HR.OSU.EDU

1590 N. High Street, Suite 300 | Columbus, OH 43201 | 614-292-1050

### 3335-65-05---Intermittent Employment

- Amended to use the term “position” instead of "employment" consistent with Workday and HR policy language.
- Amended language to clarify that one in an intermittent position must work less than 50% FTE over the course of a 12 month period

### 3335-65-06 “Emergency Appointments”

- Deleted section, as we no longer have emergency appointments.

## Leaves---Chapter 73

### 3335-73-01 Unpaid Leave

- Deleted the term "active pay status" relative to return to work and replace the word with the term 'service.' Active pay status will not be used in Workday
- Amended language to clarify that the university may pursue a disability separation but cannot place an employee into a disability separation.

### 3335-73-02 Military Leave

- Deleted current language and revised with language to make it clear that the university complies with USERRA, and other applicable laws.

## Sick Leave---Chapter 79

### 3335-79-05---Uses of Sick Leave

- Amended language to align with Workday and policy which provides more expansive use of sick leave for 'extended family,' 'non-immediate family,' and 'non-extended family,' as defined in the updated Definitions section.
- Clarified language to reflect that the university does not 'place' employees on disability separation, but that the university may 'pursue' disability separation for an employee if they cannot perform the essential functions of a position.

## Reduction in Work force---Chapter 81

- Amended language relative to notice and effective dates of layoffs, which will occur no earlier than 30 days after notice, in accordance with the policy.
- Deleted language requiring payment for “holiday pay due,” as the university does not pay that, irrespective of whether or not there is a return to work date.

## Payroll and Compensation—Chapter 83

### 3335-83-05 Overtime Compensation

- Deleted term "active pay status" and replaced with language that aligned with Workday and the revised Scheduling Work and Overtime policy

### 3335-83-06 Compensatory Time

- Amended language to align with Workday.

### 3335-83-07 Holidays

- Deleted term "active pay status" and replaced with language that aligned with Workday and the revised Holidays policy

### Definitions—Chapter 89

#### 3335-89-01(B) "Appointing authority"

- Language amended to include HR's "highest administrative official directly overseeing the office of human resources, or their designee" as the appointing authority.

#### 3335-89-01(C) "Appointment"

- Deleted. Added definition "First Position," which is the Workday language for all new employees at the university, classified and unclassified. In Workday there will only be academic appointments.

#### 3335-89-01(K) "Extended family member"

- Definition added to align with Paid Time Off policy language regarding sick leave usage.

#### 3335-89-01 (L) "Emergency Appointments"

- Section deleted. We no longer have emergency appointments

#### 3335-89-01(L) "First Position"

- New definition to replace "Original Appointment" and to align with Workday terminology.

#### 3335-89-01(N) "Full Time Employment"

- Language amended to align with term "Full Time Equivalency" ("FTE"), and the definition that is used within Workday and policy language.

#### 3335-89-01(O) "Immediate family member"

- Definition added to align with Paid Time Off policy language regarding sick leave usage.

#### 3335-89-01(P) "Intermittent Employment"

- Language amended to "Intermittent Position" and to align with the definition used in the Staff Employment Policy and within Workday.

#### 3335-89-01 (Q) "Jurisdiction"

- Language amended to align with policy definition.

#### 3335-89-01 (R) "Lack of Funds"

- Language amended to add "A term specific to position abolishments," for clarity.

#### 3335-89-01(S) "Lack of Work"

- Language amended to add, "A term specific to position abolishments," for clarity.

#### 3335-89-01(U) "Medical Center"

- Language amended to updated Medical Center definition.

#### 3335-89-01(V) "Non-immediate/Non-extended family member"

- Definition added to align with Paid Time Off policy language regarding sick leave usage.

3335-89-01 (U) "Original Appointment"

- Deleted, as all new employees will be entered into Workday as "first position."

3335-89-01 (FF) "Regular Employment"

- Language amended to reflect use of term "position" in Staff Employment policy and Workday

3335-89-01 (KK) "Temporary Employment"

- Language amended to reflect use of term "position" in Staff Employment policy and Workday.
- Temporary positions also cannot exceed 12 months and extensions will no longer be permitted.

3335.89-01 (PP) "Unpaid Leave"

Deleted the term "active pay status," as that term is not used in Workday. Replaced with language that aligns with Workday.

**REVISIONS TO THE RULES OF THE CLASSIFIED CIVIL SERVICE OF  
THE OHIO STATE UNIVERSITY**

3335-57-01 Job Announcements.

(A) Notice of all vacant or created regular classified civil service positions is posted on the jobs websites maintained by the office of human resources ~~and the medical center. The vice president for human resources may waive the requirement to post positions at his or her discretion.~~

(B) through (C) No change.

3335-57-02 Evaluation of applicants and candidates.

(A) Internal applicants will be eligible for consideration if they meet minimum qualifications, and have passed probation (if applicable). ~~and are on active pay status. An employee serving a probationary period may apply for other university positions, but is ineligible for consideration for positions unless the posting periods end within five calendar days of the end of the employee's probationary period. Internal applicants who have not completed probation will not be eligible for consideration unless approved by the office of human resources.~~

(B) through (C) No change.

3335-57-03 through 3335-57-05 No change.

Chapter 65 Employment and Positions.~~Appointments~~

3335-65-01 through 3335-65-02 No change.

3335-65-03 Temporary position employment

(A) ~~A t~~Temporary position employment in a classified title is an appointment position for which the employment relationship between the university and the employee is intended for a specific, designated period of time not to exceed 12 months. The employee that serves at the discretion of the appointing authority and is not eligible for certification. ~~and:~~

~~(1) — Is for a limited duration;~~

~~(2) — Is for a specific project;~~

~~(3) — Augments regular staff due to increased work loads or staff shortages; or~~

~~(4) — Replaces a regular employee during an absence due to illness, unpaid leave or vacation.~~

(B) Neither accepting nor declining a temporary position employment shall affect the ability of an applicant to be considered for a regular position appointment, nor shall acceptance confer the ability to remain in the position as a regular employee, be promoted, transferred, or reinstated.

- (C) ~~Periods of temporary service shall not be credited as part of the probationary period if one who has served in a temporary position receives a first position when a subsequent appointment to a regular position is made in the same classification at the university.~~
- (D) ~~Temporary appointments shall have a maximum duration of twelve months except when a longer duration is made necessary by reason of sickness or disability of a regular employee, or any other circumstance approved by the office of human resources. Employees in temporary positions employees who are replacing sick or disabled employees in regular positions employees may continue in the temporary position for the length of sickness or disability and do not obtain rights to a regular position appointment.~~
- ~~(E) Successive temporary appointments to the same position shall not occur. (B/T 6/5/2009, 4/8/2011)~~

3335-65-04 Seasonal position employment.

- (A) ~~A seasonal position in a classified title employment is a regular position for which appointment when the service recurs is for a specified period of time during a particular time of the year, and recurs in each successive calendar year. Persons appointed to seasonal positions who are temporarily separated from the service during the inactive season shall return to the same position each ensuing year unless the employee is disqualified for any reason or not assigned to work for a period of twelve months due to lack of work or refusal of work by the employee.~~
- ~~(1) During off-season time, the units are required to terminate seasonal positions.~~
- ~~(2) Units may rehire an individual into the same position in successive years, based on the continued need for the position.~~
- (B) Reduction in force, Chapter 3335-81 of the Administrative Code, does not apply when an seasonal employee in a seasonal position completes the active work season, ~~and begins the inactive season.~~
- (C) Declining a seasonal position employment does not affect the ability of an applicant to be considered for other regular positions appointments.
- (D) Once an applicant accepts a seasonal position appointment, ~~t~~he seasonal employee may apply as an internal candidate for positions within the university, provided the employee has completed the probationary period within that classification.
- ~~(1) The seasonal employee may apply as an internal candidate for positions within the university, provided the employee has completed the probationary period within that classification and is in active pay status.~~
- ~~(2) The seasonal employee may apply as an external candidate for positions within the university while the seasonal employee is inactive. (B/T 6/5/2009, 4/8/2011)~~

3335-65-05 Intermittent ~~position~~employment.

- (A) ~~An i~~ntermittent ~~position~~employment in a classified title is a ~~position for which appointment~~ ~~when~~ the employee works irregular hours or days on an as-needed basis.
- (B) An ~~intermittent~~ employee in an intermittent position serves at the discretion of the appointing authority and is not eligible for certification.
- (C) The employee must work less than 50%FTE over the course of any 12 month period.
- (~~D~~E) Neither accepting nor declining intermittent employment affects the ability of an applicant to be considered for a regular appointment, nor shall acceptance confer the ability to be promoted, transferred, or reinstated. (B/T 6/5/2009, 4/8/2011)

~~3335-65-06 Emergency appointments.~~

~~In case of an emergency, an appointment process may bypass Chapters 3335-49 to 3335-89 of the Administrative Code. Emergency appointments shall not exceed a maximum of twelve months, serve at the discretion of the appointing authority, and are not eligible for certification days. (B/T 6/5/2009, 4/8/2011)~~

3335-65-07 No change.

3335-73-01 Unpaid Leaves.

- (A) The university may grant unpaid leave to a classified civil service employee. Such leave may be for personal or medical reasons for up to a maximum ~~duration~~ of six months, however, the six months and may ~~not~~ be extended at the discretion of the university.
- (B) No change.
- (C) Upon completion of such unpaid leave, the employee shall return to the same or similar position of employment. If the unpaid leave was for medical reasons, appropriate medical documentation from a licensed practitioner may be required to verify that the employee has been released to return to work. The employee may return to ~~service~~active pay status prior to the originally scheduled expiration of the unpaid leave, if the earlier return is agreed to by both employee and university.
- (D) Failure to return to service within three working days of the completion or valid cancellation of an unpaid leave without explanation to the appointing authority will constitute job abandonment and is cause for termination of employment. An employee who fails to return to service from an unpaid leave and is subsequently terminated or voluntarily resigns from the service is deemed to have a termination date corresponding to the starting date of the unpaid leave.
- (E) No change.

3335-73-02 Military leave.

- (A) The university provides military leave and benefits in accordance with federal and state laws, including but not limited to, the Uniformed Services Employment and Reemployment Rights Act (USERRA).~~An employee who enlists or is commissioned in the United States armed forces or who is a member of the Ohio national guard, Ohio military reserve, the Ohio naval militia, or is in the reserves for any branch of the United States armed forces, may request military leave. Such military leave may be requested for the performance of duty on a voluntary or involuntary basis and includes active duty, active duty for training, initial active duty for training, inactive duty training, full-time national guard duty or an examination to determine the fitness to perform any such duty. An employee may be absent from university employment pursuant to this rule for a cumulative amount of time not to exceed five years unless special orders are issued by the president of the United States or the United States department of defense.~~
- (B) ~~An employee who requests military leave must provide reasonable advance written notice of such active military service to the university. Such advance notice is not required when it is precluded by military necessity or the giving of such notice is otherwise impossible or unreasonable.~~
- (C) ~~The university is not required to reemploy a person after military leave if:~~
- ~~(1) The university's circumstances have so changed as to make such reemployment impossible or unreasonable;~~
  - ~~(2) Such reemployment would impose an undue hardship upon the university; or~~
  - ~~(3) The employment from which the person leaves to serve in the uniformed services is for a brief, nonrecurrent period.~~
- (D) ~~Unless otherwise ineligible, upon completion of military service, the employee will apply for reemployment in a timely manner: —~~
- ~~(1) For service of less than thirty one days, notice must be given no later than the beginning of the first full regularly scheduled work period that starts at least eight hours after return from military service.~~
  - ~~(2) For service of more than thirty days, but less than one hundred eighty one days, notice must be given no later than fourteen days after return from military service. —~~
  - ~~(3) For service of more than one hundred eighty days, notice must be given no later than ninety days after return from military service.~~
- (E) ~~Following a military leave, an employee eligible for reemployment shall return, within thirty days of the request of reemployment, to the same or similar position regardless of the employee's civil service status.~~
- (F) ~~An employee shall be reemployed with all rights and benefits generally available to employees in a comparable unpaid leave, including the following: —~~
- ~~(1) All sick and vacation leave that had been accumulated at the time of entering service;~~



- ~~(2) All seniority that would have accrued had the employee been on the job;~~
- ~~(3) Automatic salary adjustments associated with the position and due the employee had the employee been on the job;~~
- ~~(4) Any change in classification or pay range that would be due the employee had the employee been on the job; and~~
- ~~(5) Reinstated health insurance and related insurance benefits with no waiting periods or pre-existing conditions exclusions.~~
- ~~(G) This rule does not apply to any employee who, by re-enlisting or extending active duty beyond the commission, displays an intent to remain on extended active duty in the armed services of the United States.~~
- ~~(H) A reemployed individual shall not be terminated, except for cause or other legitimate nondiscriminatory reasons:
  - ~~(1) Within twelve months after the date of reemployment, if the employee had been employed by the university for more than one hundred eighty days prior to the date of reemployment; or~~
  - ~~(2) Within one hundred eighty days after the date of such reemployment, if the employee had been employed by the university for more than thirty days but less than one hundred eighty one days prior to the date of reemployment.~~~~
- ~~(I) Discrimination or retaliation with regard to any aspect of employment against an individual for voluntary or involuntary membership in uniformed service is prohibited.~~
- ~~(J) Family and medical leave as it applies to members of the military and their family members is provided for in university human resources policy. (B/T 6/14/82, 6/22/97, 7/1/01, 4/8/2011)~~

3335-73-03 Court leave.

- (A) The university shall grant court leave without loss of pay to any employee who:
  - (1) Is summoned for jury duty;
  - (2) Is subpoenaed to appear before any court, commission, board or other legally constituted body authorized by law to compel the attendance of witnesses, when the employee is not a party to the action; or
  - (3) Is the appellant in any action before the state personnel board of review and is currently in a paid active pay status (by working or receiving any paid time pursuant to the university policy) at the time of a scheduled hearing.
- (B) No change.

There is no 3335-73-04

3335-73-05 through 3335-73-07 No change.

3335-79-01 ~~\_\_\_\_\_~~ Crediting of sick leave.

Sick leave credit accrues at the rate of 4.6 hours for each eighty hours of service ~~in an active pay status, including paid vacation, overtime, and sick leave, but not during an unpaid leave, or layoff.~~ Sick time accrues during hours worked and paid absences. It does not accrue during unpaid time off. Employees in pPart-time, seasonal, and temporary positions employees accrue sick leave at the same rate. (B/T 6/14/82, 6/22/97, 7/1/01, 4/8/2011)

3335-79-02 No change.

3335-79-03 Expiration of sick leave.

An employee may be either granted unpaid leave in accordance with rule 3335-73-01 of the Administrative Code, or the university may pursue placed on a disability separation of the employee in accordance with rule 3335-73-04 of the Administrative Code prior to the expiration of earned sick leave. (B/T 6/14/82, 6/22/97, 4/8/2011)

3335-79-04 No change.

3335-79-05 Uses of sick leave.

(A) Sick leave shall be granted to an employee upon approval of the appropriate administrative official and for the following reasons:

- (1) Illness or injury of the employee or a member of the employee's immediate or extended family;
- (2) Death of a member of the immediate or extended family member or non-extended or non-immediate family members. ~~{Sick leave usage limited to the following: five working \_\_\_\_\_ days};~~
  - (a) Immediate family member, up to five working days or 40 hours (1 week) continuously or intermittently. Employees are eligible for an additional five working days or 40 hours (1 week) subject to approval based on operational needs);
  - (b) Extended family member, up to five working days or 40 hours, continuously or intermittently;
  - (c) Non-immediate or non-extended family member, one day for funeral attendance (subject to departmental approval).
- (3) No change.
- (4) No change.
- (5) Pregnancy and/or childbirth and related conditions.
- (6) Any other reason as documented in the university's policies.

~~(B) For the purpose of this chapter, "immediate family" is defined by university human resources policy.~~

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(BE) The lettering changed from ("C") to ("B"). Content did not change.

3335-79-06 through 3335-79-07 No change

3335-79-08 Employee medical or psychological examination (A) through (B) No change.

(C) If found unable to perform the essential duties of the position, the employee may be placed on sick leave, or unpaid leave, or the university may pursue a disability separation of the employee.

(D) No change.

3335-79-9 through 3335-79-11 No change.

3335-79-12 Payout of sick leave in other situations.

The highest administrative official directly overseeing the office of vice president of human resources may establish or approve sick leave payout programs in addition to any other programs defined in this section, at his or her discretion. (B/T 4/8/2011)

3335-81-01 Reduction in work force.

Should a reduction in the work force become necessary due to lack of funds, lack of work, reasons of economy, or reorganization for efficiency; the office of human resources shall lay off employees and/or abolish positions. The rReductions of an position-appointment to .75 full time equivalency or greater shall not be considered a reduction in force. The office of human resources shall determine in which classification or classifications layoffs shall occur and the number of employees to be laid off within each classification. Before abolishments are implemented, a statement of rationale and supporting documentation shall be reviewed, and approved, and on file with the office of human resources. (B/T 5/6/83, 6/22/97, 10/29/2009, 4/8/2011)

3335-81-02 Reasons of economy or lack of work.

(A) No change.

(B) Upon the approval of the office of human resources, employees may be laid off for reasons of economy or lack of work. Before such layoffs, a statement of rationale and supporting documentation shall be prepared following the procedures outlined in the human resources policy. The rationale and supporting documentation shall be retained by and on file in the office of human resources. (B/T 5/6/83, 6/22/97, 1/2/98, 7/1/01, 4/8/2011)

3335-81-03 Abolishment of positions.

(A) The office of human resources, in response to documentation from the appropriate college or unit, shall approve what positions will be abolished using the following criteria:

- (1) Positions will be selected based on the needs of the department; and
- (2) Employees will be selected first based on certification status, and then by a review of the following elements: skills and abilities applicable to the department's needs, documented performance, and length of OSU employment. Employees who are in a

probationary period for a ~~first position-original appointment~~ and not certified in any classified civil service title shall be automatically laid off.

- (B) No change.
- (C) No change.
- (D) Employees may be laid off as a result of the abolishment of a position or positions, provided that the office of human resources shall, in such layoff, follow the procedures applicable to the layoff of employees as set forth in this chapter and the human resources policy. (B/T 10/29/2009, 4/8/2011)

3335-81-04 No change.

3335-81-05 Displacement procedures.

- (A) No change.
- (B) The process will occur as follows:
  - (1) Placement into a vacancy within the employee's classification and within the employee's jurisdiction.
  - (2) through (6) No change.
- (C) through (H) No change.

3335-81-06 Retention points.

- (A) When more than one employee is within the same classification and the same jurisdiction, and they are all subject to a layoff or displacement, the university shall compute retention points for each employee in the a-classification that is the subject of a layoff or displacement within the jurisdiction of the abolishments.
- (B) through (E) No change.

3335-81-07 No change.

3335-81-08 Notice of layoff and displacement.

- (A) The university shall give advance written notice of layoff or displacement to each employee subject to such layoff or displacement. Such written notification shall be issued by the office of human resources and hand delivered to the employee by the employee's supervisor and the unit's human resource representative or human resource designee at work or mailed by certified mail to the last address on file with the college or unit. If the notification is hand delivered, it shall be given at least thirty fourteen calendar days before layoff. ~~and the day of hand delivery shall be the first day of the fourteen day period.~~ If the notification is mailed, it shall be mailed in order for the employee to receive the notification no earlier than thirty calendar days before the layoff begins. ~~at least seventeen calendar days before layoff and the day of mailing shall be the first day of the seventeen day period.~~

- (B) Each notice of layoff or displacement shall contain the following information as applicable to the individual situation:
- (1) The reason for layoff or displacement;
  - (2) The effective date of layoff or displacement as follows:
    - (a) If the employee chooses displacement and a vacancy exists, the effective date is within a reasonable period of time to allow for a move to the position, not to exceed thirty days;
    - (b) If the employee chooses displacement and no vacancy exists, the effective date of the displacement or layoff shall be no earlier than ~~not exceed~~ thirty days;
  - (3) The employee's retention points as computed pursuant to this chapter;
  - (4) The employee's option to appeal to the state personnel board of review and the time within which to file an appeal;
  - (5) A statement advising the employee of the displacement procedures and the length of time within which the employee may displace another employee;
  - (6) A statement advising the employee of the reinstatement procedures;
  - (7) Any additional information with respect to the limits of the applicable layoff jurisdiction of the employee as specified by rule 3335-81-07 of the Administrative Code and university human resources policy;
  - (8) A copy of the displacement and/or reinstatement procedures and/or office of human resources web site address with this information;
  - (9) In cases of multiple reductions in the same unit and in the same classification, a specific date the employee has the opportunity to discuss the rationale for the reduction of the employee's position with their supervisor and human resource representative. (B/T 5/6/83, 6/22/97, 10/29/2009, 4/8/2011)

3335-81-09 No change.

3335-81-10 No change.

3335-81-11 Holiday, overtime and vacation payment.

Payment for earned but unused vacation, ~~any holiday pay due~~, and any overtime and/or compensatory time will be issued in accordance with university human resources policies. However, when a specific return to work date has been established and upon request from the employee, vacation and compensatory time due will not be paid unless required by law. In instances of job abolishment when no return to work is anticipated, all vacation, holiday pay and overtime must be paid out at the time of the layoff. (B/T 5/6/83, 6/22/97, 10/29/2009, 4/8/2011)

3335-81-12 through 3335-81-13 No change.

3335-83-01 through 3335-81-04 No change.

3335-83-05 Overtime compensation.

- (A) Nonexempt staff will be paid overtime compensation when they work more than 40 hours in a work week. The calculation of hours worked includes holiday benefit pay.
- (B) The calculation of hours worked. excludes paid time off hours such as sick time off, vacation time off, and compensatory time off.
- (C) Holiday premium pay hours will count toward the calculation of overtime eligibility and will be used to offset any holiday benefit pay hours used in the calculation of overtime.
- (D) Pay for hours worked in excess of 40 in a work week will be paid at a rate of time and one-half the regular rate of pay.
- (E) An authorized administrative authority has sole authority for determining when overtime hours are required to complete work. The determination will be based on operational needs. The administrative authority may first seek volunteers to perform the overtime work before requesting or directing nonexempt staff to work overtime.
- (F) An authorized administrative authority must authorize nonexempt staff who work over 40 hours per week to receive overtime pay.
- (G) Nonexempt staff who work overtime without receiving prior authorization or approval from an authorized administrative authority approval to do so may be subject to corrective action.

(A)(H) Employees in intermittent positions are eligible for overtime

~~When a non-exempt classified civil service employee is required by an authorized administrative authority to be in an active pay status more than forty hours in any calendar week, the employee shall be compensated for such time over forty hours at one and one-half times the base rate of pay. Such compensation for overtime work shall be paid no later than at the conclusion of the next succeeding pay period. (B/T 6/14/82, 6/22/97, 9/17/2010)~~

3335-83-06 Compensatory time.

~~An authorized administrative authority has the discretion to determine whether a non-exempt employee may elect to earn take compensatory time off in lieu of overtime pay. When offered the choice, a non-exempt employee may elect to earn compensatory time in lieu of overtime pay. for any overtime worked.~~

- (A) An authorized administrative authority may require a non-exempt employee to designate whether they want to earn compensatory time or overtime compensation prior to being approved to perform the work. When a nonexempt employee designates compensatory time and works overtime, the authorized administrative authority must approve the compensatory time election.
- (B) Such compensatory time shall be granted by the authorized administrative authority on a time and one-half basis and at a time mutually agreed upon by the non-exempt convenient to the employee and the authorized administrative authority. ~~university within one hundred eighty days after the overtime is worked. After the expiration of the one hundred eighty day period, or~~

~~upon transfer to a different college or unit, the compensatory time shall be paid out at the employee's base rate of pay. (B/T 6/14/82, 6/22/97, 4/8/2011)~~

- ~~(C) A non-exempt employee may not maintain more than 240 hours of compensatory time. Earned compensatory time must be used within 365 days from the day it was earned. Any earned compensatory time that is not used within 365 days will be paid out on a regular paycheck.~~
- ~~(D) A non-exempt employee who reaches the maximum 240 accrued hours of compensatory time will be paid for any hours that exceed that maximum in the pay period following the pay period in which the maximum was reached.~~
- ~~(E) Unused compensatory time will be paid at the employee's current base hourly rate of pay in the following circumstances:
  - ~~(1) If not taken within 365 days of being earned; or~~
  - ~~(2) Upon job transfer, in which case the unit from which the employee is transferring holds the financial responsibility for the pay out to the employee; or~~
  - ~~(3) Upon moving from a non-exempt position to an exempt position; or~~
  - ~~(4) Upon separation from employment.~~~~

3335-83-07 Holiday compensation.

- ~~(A) No change.~~
- ~~(B) Employees must receive paid time during the week that includes a holiday to receive holiday benefit pay. A full-time employee shall receive eight hours of pay for each holiday regardless of the employee's work shift and work schedule. Part-time employees shall be paid holiday pay in accordance with university human resources policy.~~
- ~~(C) Employees must receive paid time during the week that includes a holiday to receive holiday benefit pay.~~
- ~~(D) At no time will employees receive more than eight hours of holiday benefit pay, regardless of schedule.~~
- ~~(E) Holiday benefit pay for eligible full-time employees is equal to an employee's full-time equivalency (FTE) multiplied by eight hours.~~
- ~~(F) Holiday benefit pay for part-time employees will be either the employee's FTE multiplied by eight hours or by the number of hours the employee would normally be scheduled to work on that holiday, whichever is greater.~~
- ~~(G) Employees may have adjustments made to their schedules during holiday weeks at the discretion of their department.~~

~~(H) Nonexempt employees who work on a holiday premium pay date will receive holiday premium pay of one and one-half times the base rate of pay multiplied by the number of hours worked. Employees have the option of electing compensatory time.~~

~~(I) Nonexempt part time employees will receive holiday premium pay if they work on a holiday premium pay date.~~

~~(J) Nonexempt employees in intermittent positions will receive holiday premium pay if they work on a holiday premium pay date.~~

~~(C) A non exempt classified civil service employee who is in active pay status for more than forty hours per week and who is required to work on a day designated by university human resources policy as one eligible for holiday premium pay shall be entitled to holiday premium pay for such time worked.:~~

~~(1) At the employee's base pay in addition to one and one-half times the base rate of pay; or~~

~~(2) At the employee's base pay in addition to compensatory time off at time and one-half.~~

~~(K)~~ The university may establish holiday compensation and premium pay programs that supersede any other program defined in this section, at its discretion. When such programs are established, the university shall provide notice to all affected employees. (B/T 6/14/82, 6/22/97, 7/1/01, 9/17/2010, 4/8/2011)

### 3335-89-01 Definition of terms.

For the purposes of Chapters 3335-49 to 3335-89 of the Administrative Code, the following terms are defined as follows:

(A) "Abolishment" - No change.

(B) "Appointing authority" - the board of trustees for the university has delegated its authority regarding civil service employment matters to the highest administrative official directly overseeing the office of human resources, or their designee~~vice president for human resources.~~

~~(C) "Appointment" - the administrative process of placing a university employee on the payroll~~

~~(C)~~ "Base rate of pay" - Only the lettering changed, the definition did not change.

~~(D)~~ "Certified status" - Only the lettering changed, the definition did not change.

~~(E)~~ "Classification" - Only the lettering changed, the definition did not change.

~~(F)~~ "Classification plan" – Only the lettering changed, the definition did not change.

~~(G)~~ "Classified civil service" – Only the lettering changed, the definition did not change.

~~(H)~~ "Day" - Only the lettering changed, the definition did not change.

~~(I)~~ "Demotion" - Only the lettering changed, the definition did not change.



- (JK) “Displace” or “displacement” - Only the lettering changed, the definition did not change.
- ~~(L) “Emergency appointment” - an appointment to a position to meet an emergency situation, an exception from civil service rules, not to exceed a maximum of twelve months.~~
- (K) “Extended family member” - any one of the following: sister, brother, grandparent, grandchild, mother-in-law, father-in-law, sister-in-law, brother-in-law, daughter-in-law, son-in-law, grandparent-in-law, grandchild-in-law, or corresponding relatives of the employee's domestic partner.
- ~~(L) “First Position” - an individual’s first classified civil service position with the university.~~
- (M) “For cause” – No change.
- (N) “Full-time equivalency (“FTE”) employment” - the percentage of full time (40 hours per work week) hours worked during the period covered by a given position employment when the work schedule is normally forty hours per week.
- ~~(O) “Immediate family member” – any one of the following:~~
- ~~(1) Spouse or domestic partner;~~
  - ~~(2) Biological, adoptive, step, or foster parent;~~
  - ~~(3) Individual who stood in loco parentis to an employee when the employee was a child; and~~
  - ~~(4) Biological, adopted, step, or foster child; a legal ward; or a child of a person standing in loco parentis.~~
- ~~(PQ) “Intermittent position employment” - an position in appointment which the employee serves at the discretion of the appointing authority, is not eligible to obtain certification and when the employee works irregular hours or days on an as-needed basis. The employee must work less than 50% FTE over the course of any 12-month period.~~
- ~~(QP) “Jurisdiction” - the limited location in which procedures for layoff, displacement, and reinstatement may be exercised. Jurisdictions are: Columbus campus—each college and unit as defined by the Layoff Jurisdictions list; Columbus campus—medical center; Lima campus; Ohio Agricultural Research and Development Center and Agricultural Technical Institute; Marion campus; Mansfield campus; Newark campus; units located outside of Columbus in a county where a regional campus is located are part of that jurisdiction, otherwise, the jurisdiction is limited to that county only; and units located outside of Ohio are each their own jurisdictions. (See Classified Civil Service Rule 3335-81-07)~~
- ~~(RQ) “Lack of funds” – a term specific to position abolishments. It is a current or projected deficiency of funding to maintain current, or to sustain projected, levels of staffing and operations. A lack of funds shall be presumed for a position assigned to an employee who works under a grant if it is reduced or withdrawn.~~
- ~~(SR) “Lack of work” – a term specific to position abolishments. It is a current or projected decrease in workload that requires a reduction of current or projected staffing levels in the organization or its structure.~~

- (~~IS~~) “Licensed practitioner” – Only the lettering changed, the definition did not change.
- (~~UT~~) “Medical center” – includes University Hospital, East Hospital, Brain and Spine Hospital, Richard M. Ross Heart Hospital, Harding Hospital, Dodd Rehabilitation Hospital, Ambulatory Clinics and Services, and Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and Outreach Sites; College of Medicine and its School of Health and Rehabilitation Sciences; the Office of Health Sciences, including OSU Faculty Group Practice; various research centers, programs and institutes; and The Ohio State University Comprehensive Cancer Center.
- (~~U~~) —“Original appointment” — ~~an individual’s first classified civil service appointment with the university.~~
- (~~V~~) “Non Immediate/Non extended family member” – one who is not an immediate or extended family member, as defined in this chapter.
- (~~WV~~) “Part-time employment” - employment when the work schedule is ~~normally~~ less than forty hours per week.
- (~~XW~~) “Pay range” – Only the lettering changed, the definition did not change.
- (~~YX~~) “Position” – Only the lettering changed, the definition did not change.
- (~~ZY~~) “Preemployment screening” – Only the lettering changed, the definition did not change.
- (~~AAZ~~) “Probationary period” - a period of time that constitutes a trial or testing period for a classified employee, during which the employee may be terminated or returned to the former classification. It begins:
- (1) When a classified employee is hired;
- (2) When a classified employee receives at the beginning of an original appointment, a promotion;
- (3) When a classified employee makes ~~or~~ a lateral change from one classification to another. that constitutes a trial or testing period for the employee, during whic
- (~~BBAA~~) “Promotion” - Only the lettering changed, the definition did not change.
- (~~CCBB~~) “Reassignment” - Only the lettering changed, the definition did not change.
- (~~DDCC~~) “Reclassification” - Only the lettering changed, the definition did not change.
- (~~EEDD~~) “Reduction in force” - Only the lettering changed, the definition did not change.
- (~~FFEE~~) “Regular ~~position~~employment” — an employment relationship between the university and the employee that is intended to be ongoing, subject to the needs of the appointing authority and to the employee meeting job performance standards.
- (~~GG~~) “Regular rate of pay” - the university adheres to the definition of regular rate of pay under the Fair Labor Standards Act, 29 CFR 207, Regular rate of pay includes the base rate, shift and weekend differentials, and non-discretionary bonuses earned during the workweek.

- (~~HHFF~~) "Reinstatement" - Only the lettering changed, the definition did not change.
- (~~IIGG~~) "Reorganization for efficiency" – Only the lettering changed, the definition did not change.
- (~~JJHH~~) "Seasonal position employment" – a position in which regular employment when the service reoccurs for a specified period of time during a particular time of the year.
- (~~KKH~~) "Specification" - Only the lettering changed, the definition did not change.
- (~~LLJ~~) "Target hiring range" – Only the lettering changed, the definition did not change.
- (~~MMKK~~) "Temporary position employment" – a position for which the employment relationship between the university and the employee is intended for a specific, designated period of time not to exceed 12 months. The employee an appointment that serves at the discretion of the appointing authority, is not eligible for certification, ~~and~~.
- (~~NNL~~) "Termination" - Only the lettering changed, the definition did not change.
- (~~OOMM~~) "Transfer" - Only the lettering changed, the definition did not change.
- (~~PPNN~~) "Unpaid leave" – a period of time when an employee is not working, and their absence from work is not covered by another university leave or time off program, but temporary separation from active pay status with the employee is generally retaining employment status and seniority. (B/T 6/14/82, 6/22/97, 1/2/98, 7/1/01, 6/5/2009, 10/29/2009, 2/5/2010, 4/8/2011)

# Human Resources Summary Report

Talent, Compensation and Governance Committee

November 2020

The Ohio State University Human Resources prepares this summary report as an overview of key activities and updates specific to the HR Strategic Plan and related HR Transformation initiatives that are currently underway. The strategic priority areas of focus in the HR Strategic Plan include:

- HR Excellence
- Talent Management
- Total Rewards

Each of these pillars are supported by the core foundational elements that are key to the implementation of the plan, which are:

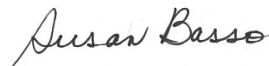
- Change Management
- Communication
- Compliance/Management of Risk
- Culture
- Diversity & Inclusion

As we continue to strive to operate as one HR discipline university-wide, the content outlined encompasses HR efforts across all campus locations, inclusive of the Wexner Medical Center.

Additionally, data and metrics with current analytics, specific to the workforce demographics of the university have been recently updated.

I appreciate your continued support of our transformative HR journey.

On behalf of the HR Leadership Team,



Susan Basso  
SVP, Talent, Culture & Human Resources



**THE OHIO STATE UNIVERSITY**  
HUMAN RESOURCES



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# HR Transformation at Ohio State

In alignment with the 2018-2023 HR Strategic Plan  
focused on three strategic pillars, and a strong foundational culture



## Talent Management

Recruit, retain and develop the most talented and high-quality faculty, staff, and physicians.

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## Talent & Culture Strategy

A new virtual employee orientation was introduced on November 9, 2020, to create a unified first day experience for staff across our five campus locations, Ohio State Wexner Medical Center and sites across the state.

As we introduce employees to the culture of Ohio State, all newly hired staff will attend a virtual orientation on their first day, which will occur every other Monday, which began on November 9. Faculty will still attend the orientation delivered by the Office of Academic Affairs (OAA).

The Staff orientation will focus on sharing our Buckeye pride and inspiring new employees to value how we consistently work together to build our legacy through collaboration, a strong sense of community and an unwavering commitment to excellence.

This two-and-a-half-hour Monday morning Zoom session will provide staff an opportunity to:

- learn more about Ohio State's culture
- hear from our leaders
- participate in a panel discussion with current employees with the opportunity to ask questions
- meet and have conversations with other new employees during various break out sessions
- participate in diversity and inclusion conversations
- learn how to find resources related to compliance requirements, benefits and retirement offerings, parking, wayfinding, technology, eLearnings and safety

Prior to their start dates, new employees will receive information on how to join the virtual orientation, as well as a newly developed New Employee Essentials Guide to help them navigate their first 30 days of employment at Ohio State.

The first virtual orientation for campus employees will be on Monday, Nov. 9 to align with the implementation of common start dates for staff every other Monday with all new employees across the university and medical center starting and attending orientation on the same day.



## HR Excellence

Improve the employee experience through transformed HR core processes that deliver strategic HR services and transactional accuracy and efficiency.

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### Workday

Ohio State's Workday implementation is on track to go live in early January 2021. Workday HR and Payroll will go live on January 3, 2021. Workday Finance and Supply Chain will go live on January 7, 2021.

Workday training is now underway. Instructor-led training courses began on September 14, with 490 training courses completed during the first week. The project team supported campus senior business officers and medical center leaders in assigning and communicating Workday security roles and training assignments. Security roles determine what type of information individuals can access in Workday, better ensuring the security of Ohio State's institutional data.

All employees across campus and the medical center received a direct email about Workday on September 29. This communication is the first of six emails that will be sent leading up through the first week of January. The purpose of these messages is to help build awareness, provide access to training resources, and reinforce avenues for post-implementation support.

In lieu of traditional training, Ohio State leaders will participate in a Workday onboarding session. This specialized approach will allow leaders to learn about Workday and ask questions unique to their responsibilities.

Onboarding sessions will be conducted either individually or in groups depending on the leader's role. These sessions will be held in November and December, led by Ohio State staff. Additionally, there will be Workday onboarding sessions designed for administrative assistant roles to support leaders.

Lastly, the project team is focused on a "dress rehearsal" of moving to Workday. Practicing the deployment schedule and tasks as if it were the actual launch will help ensure a smoother transition. This rehearsal involves windows of 24/7 execution by the project team, and daily status updates are being shared with key leaders.

## HR Service Delivery

On Monday, September 21<sup>st</sup>, we marked a major milestone in our HR Transformation journey with the launch of HR Connection, Ohio State’s Shared Services operation, as well as all of the new HR and payroll teams defined as part of the HR Service Delivery project.

We are also using ServiceNow, the case management tool that went live in July 2019, to track Service Level Commitments and other case metrics and user feedback through surveys. Our teams are steadily handling over 200 calls per day.

As of October 12<sup>th</sup>, 85% of our resources have transitioned into their future roles within the HR Service Delivery Model. The staff yet to transition continues to support existing college and unit operational items that remain in place until Workday go-live.

We will continue to work with managers to support the individual transitions. We expect several resources, primarily within the Payroll team, to be able to transition with a key portion of hiring work as of October 26<sup>th</sup>.

<b>HRSD Transition Dashboard (as of 10/12)</b>		
<b>Summary by HRSD Team</b>		
<b>HRSD Team</b>	<b>Average of Transition Status</b>	<b>Summary</b>
SHRBP/HRBP/HRC	96%	
Total Rewards	93%	
HR Connection - Total Rewards	92%	
Employee and Labor Relations	86%	
Service Enablement	83%	
Talent Excellence	80%	
HR Connection - Talent Services	79%	
HR Connection - Customer Solutions	78%	Recruitment in progress for open positions
Payroll	63%	Key work activities to transition 10/26
<b>Overall Transition Average</b>	<b>85%</b>	

As we look at our operations and begin continuous improvement activities, we recently announced that Katie Hall rejoined Human Resources in October as the interim AVP of Shared Services. Katie has been with the university since 2000 and most recently served as the Chief of Staff in the Office of the President. She commands the respect and admiration of colleagues far and wide for her intelligence, ability to manage complex situations with a steady hand, and exemplary personal and professional integrity.

Prior to her role in the President’s Office, Katie held roles within Talent Strategy in HR. We appreciate that her talents and experience will continue to be in service at Ohio State.



## Total Rewards

Ensure competitive Total Rewards while balancing fiscal responsibility.

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### Career Roadmap

Ohio State's Career Roadmap will be a new approach for hiring, managing, and developing staff. The scope of Career Roadmap focuses on 33,000 staff positions across the medical center, main campus, and regional campuses. Not included are physicians, faculty, executives, athletic coaches, student employees or bargaining units.

Implementing Career Roadmap will bring visible career paths, market relevance, common language and regulatory compliance to Ohio State's job catalog and compensation structure. The university's current system relies on out-of-date job classification and pay structures — providing poor visibility to the market position of base pay. Career Roadmap will help attract and retain the Ohio State workforce of the future.

The pay ranges in the catalog will be reviewed annually, informed by industry-leading market research, and updated as appropriate. Standardized pay ranges and job functions will foster equity across colleges and units. Decisions by senior leaders on pay impacts include:

- Employees paid above the new ranges will be eligible for lump sum merit increases.
- Employees paid below the new ranges will be brought into the new ranges over time through promotions, adjustments, merit increases and turnover.

It has become clear, as we check for consistency, that some positions are mapped higher than they should be. Unit leaders and HR business partners have been requested to revise mapping and better align to pay ranges, where appropriate. Ensuring appropriate and consistent mapping will **significantly** reduce the amount needed to move employees within the new salary ranges and result in fewer positions paid below range minimums.

To allow for a thorough review considering business conditions, unit leaders have requested an extended timeframe to complete this work before engaging supervisors.

Once unit leaders make adjustments, supervisors will be able to review the mapping of their direct reports. Supervisor engagement is critical, so they are prepared to lead their teams during the employee review process.

We expect interest, anxiety, and concern across the organization as the new pay ranges, new titles and FSLA changes are shared more broadly. We appreciate the Board's commitment to this initiative and its support of these changes as a university strategy.



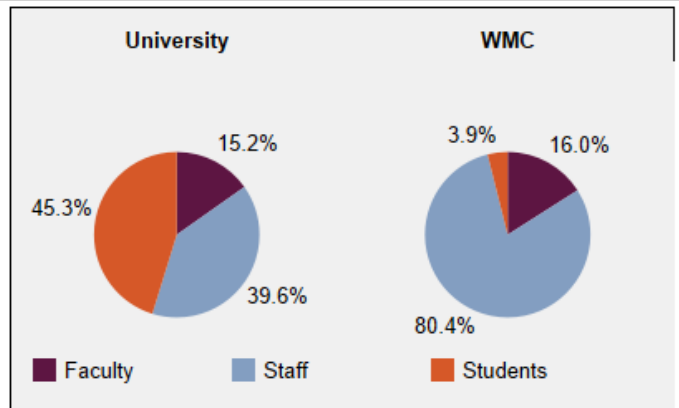
# Quarterly Summary of Employee Headcount

## Total University, September 2020

(Excludes intermittent employees, unpaid employees and student employees unless otherwise noted)

### Headcount\* by Employee Type and University/WMC

	University	WMC	Grand Total
Faculty	4,219	3,450	7,636
Staff	10,976	17,301	28,275
Students	12,539	841	13,319
<b>Grand Total</b>	<b>27,699</b>	<b>21,510</b>	<b>49,112</b>

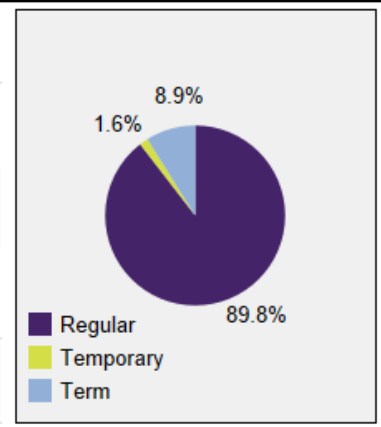


### Headcount\* by Employee Group

Tenure Track Faculty	2,825	8.3%
Clinical Track Faculty	1,967	5.6%
Research Track Faculty	107	0.3%
Associated Faculty	2,737	6.3%
Unclassified	23,159	64.8%
CCS	5,116	14.7%
<b>Grand Total</b>	<b>35,793</b>	

### Headcount\* by Reg/Temp/Term

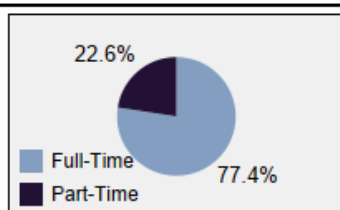
Regular	32,149
Temporary	562
Term	3,193
<b>Grand Total</b>	<b>35,793</b>



### Headcount by Full-Time

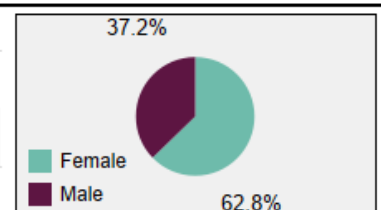
Full-Time = 100%

Full-Time	27,718
Part-Time	8,075
<b>Grand Total</b>	<b>35,793</b>



### Headcount by Gender

Female	22,468
Male	13,325
<b>Grand Total</b>	<b>35,793</b>



### Headcount by Race/Ethnicity

Am. Indian	52	0.1%
Asian	2,706	7.6%
Black	3,703	10.3%
Hawaiian	22	0.1%
Hispanic	1,102	3.1%
Two or More Rac..	688	1.9%
Undisclsd	1,528	4.3%
White	25,992	72.6%
<b>Grand Total</b>	<b>35,793</b>	

### Headcount by Age

<Thirty	6,987	19.5%
Thirties	10,540	29.4%
Forties	7,911	22.1%
Fifties	6,540	18.3%
Sixties	3,370	9.4%
Seventy+	445	1.2%
<b>Grand Total</b>	<b>35,793</b>	

\* Headcount may be double counted across multiple categories where multiple appointments exist. The Grand Totals still reflect unique individuals but counts in the chart may add up to more than the Grand Total shown.

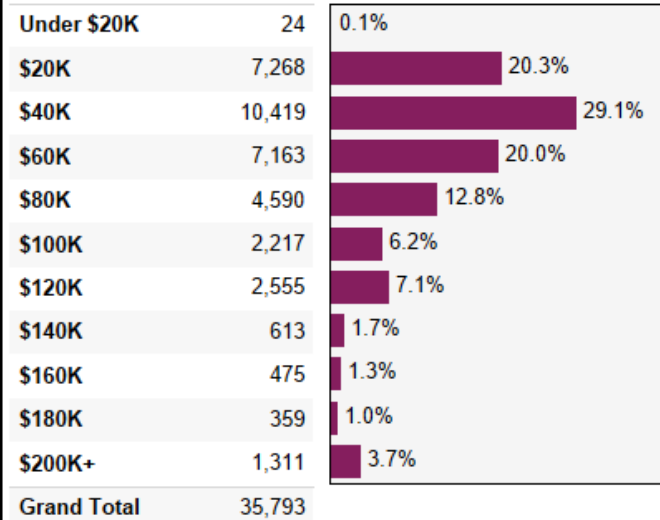
# Quarterly Summary of Employee Headcount

## Total University, September 2020

(Excludes intermittent employees, unpaid employees and student employees unless otherwise noted)

### Headcount by Pay Band

Based on full-time rates

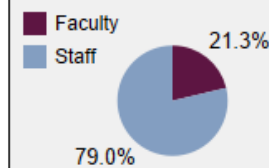


### Headcount\* by VP College

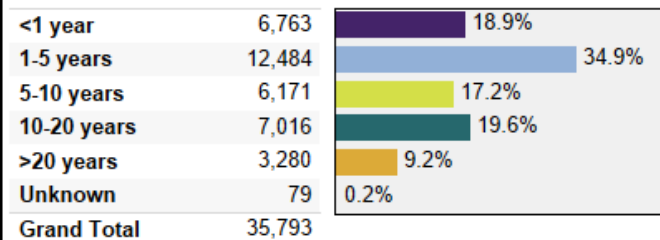
Arts and Sciences	2,287	6.3%
Athletics	410	1.2%
Board of Trustees	4	0.0%
Coll of Education & Human Ecol	576	1.6%
Coll of Food,Agr,Envir Science	1,790	5.0%
College of Dentistry	434	1.1%
College of Engineering	1,160	3.2%
College of Law	156	0.3%
College of Medicine	4,886	12.0%
College of Nursing	316	0.8%
College of Optometry	128	0.3%
College of Pharmacy	230	0.7%
College of Public Health	162	0.4%
College of Social Work	184	0.4%
College of Veterinary Med	564	1.6%
Fisher College of Business	371	1.0%
Health Sciences FGP	1,382	1.9%
John Glenn College Public Affa	83	0.2%
Lima Campus	131	0.3%
Mansfield Campus	139	0.4%
Marion Campus	162	0.4%
Newark Campus	246	0.6%
Ofc of Business and Finance	377	1.1%
Ofc of Government Affairs	13	0.0%
Ofc of Health Sciences	1,039	3.0%
Ofc of Student Life	1,038	3.0%
Office of Academic Affairs	2,043	5.9%
Office of Human Resources	501	1.5%
Office of Legal Affairs	41	0.1%
Office of the President	32	0.1%
OSU Medical Center	14,739	40.6%
Senior VP Admin & Planning	1,021	3.0%
Senior VP-Executive Officer	147	0.4%
Strategy Management Office	8	0.0%
University Advancement	474	1.4%
<b>Grand Total</b>	<b>35,793</b>	

### Headcount\* by Faculty/Staff

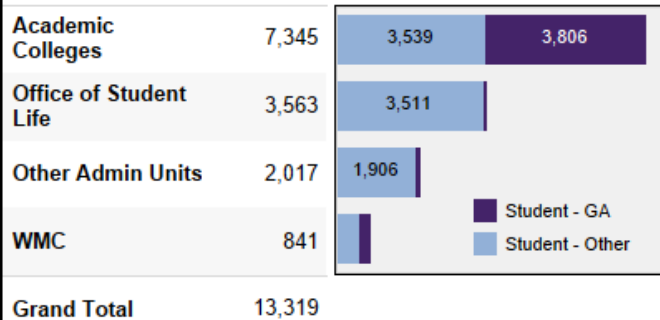
Faculty	7,636
Staff	28,275
<b>Grand Total</b>	<b>35,793</b>



### Headcount\* by Years of Service



### Headcount\* of Student Employees



\* Headcount may be double counted across multiple categories where multiple appointments exist. The Grand Totals still reflect unique individuals but counts in the chart may add up to more than the Grand Total shown.