

**WEDNESDAY, FEBRUARY 24, 2021**  
**TALENT, COMPENSATION & GOVERNANCE COMMITTEE MEETING**

Hiroyuki Fujita  
Lewis Von Thaeer  
Brent R. Porteus  
Abigail S. Wexner  
Alexander R. Fischer  
John W. Zeiger  
Elizabeth P. Kessler  
Gary Heminger (*ex officio*)

Location: Zoom Meeting

Time: 10:45am-12:00pm

Executive Session

10:45-11:40am

Public Session

*ITEMS FOR DISCUSSION*

1. *Undergraduate Student Trustee Search Update – Mr. Anand Shah* 11:40-11:45am
2. *Key Critical Searches – Mr. Paul Patton* 11:45-11:50am

*ITEMS FOR ACTION*

3. *Approval of November 2020 Committee Meeting Minutes – Dr. Hiroyuki Fujita* 11:50am-12:00pm
4. *Approval of Amendments to the *Bylaws of The Ohio State University Board of Trustees* – Dr. Hiroyuki Fujita*
5. *Approval of Amendments to the *Wexner Medical Center Board Bylaws* – Dr. Hiroyuki Fujita*
6. *Ratification of Committee Appointments 2021-2022 – Dr. Hiroyuki Fujita*
7. *Approval of Personnel Actions – Dr. Hiroyuki Fujita*

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



## **SUMMARY OF ACTIONS TAKEN**

*November 18, 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, November 18, 2020, virtually over Zoom. Committee Chair Hiroyuki Fujita called the meeting to order at 1:00 p.m.

## **EXECUTIVE SESSION**

It was moved by Dr. Fujita, and seconded by Mr. Von Thaer, that the committee recess into executive session to discuss 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 1:03 p.m.

## **PUBLIC SESSION**

The committee reconvened in public session at 2:00 p.m.

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

1. **HR Service Delivery Redesign:** Kim Shumate, associate vice president for Strategic Initiatives, discussed the transformative redesign of HR services at Ohio State. The redesign consolidated 11 service centers into one organization, HR Connection, which serves as the highest-level HR shared services operation at the university. HR Connection launched on September 21 for all employees across the institution and Wexner Medical Center. Ms. Shumate talked through the service delivery model, the process that was used to align HR staff to new roles within the model, and funding for the model. She shared that, thanks to the redesign, HR was expecting to achieve \$5.4 million in total savings this year. She also described the three primary types of Service Level Commitments – response time commitments, transactional commitments and project-based commitments – which serve as metrics for measuring performance.



**Items for Discussion (continued)**

2. Retirement Redesign: Julie Hovance, the associate director of Retirement Benefits, discussed the changes that are being implemented following a thoughtful review of the university retirement plans and the creation of a strategy that will modernize the university plans and reflect industry best practices. Ohio State employees participate in one of three mandatory retirement plans – Ohio Public Employees Retirement System (OPERS) for staff, State Teachers Retirement System (STRS) for faculty or the Alternative Retirement Plan for eligible faculty and staff. The changes being made are to implement legislative changes and reduce the number of ongoing providers. This will allow the university to better evaluate and monitor the providers, and it will help employees to better evaluate/ and select a provider.
3. Key Critical Searches: Susan Basso, senior vice president for Talent and Culture, shared updates on two of the high-level searches that are in motion for the university's Dean of the College of Engineering and the senior vice president for Marketing and Communications.

**Items for Action**

4. Approval of Minutes: No changes were requested to the August 2020 committee meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
5. Resolution No. 2021-43, 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:

Appointments

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



**Items for Action (continued)**

6. Resolution No: 2021-44, 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.

(See Appendix X for background information, page XX)

**Action:** Upon the motion of Dr. Fujita, seconded by Mrs. Hoeflinger, 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

(See Appendix X for background information, page XX)

The committee meeting adjourned at 2:44 p.m.

DRAFT

**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 August 27, 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*.

## 3335-1-02 Members, officers and committees of the board.

### C. Committees of the board.

1. Standing committees of the board, the members of which shall be appointed annually by the chair, shall be constituted and shall consider and make recommendations for action by the board on the various matters as enumerated below:

- a. Academic affairs ~~and~~, student life ~~and research~~ committee. The academic affairs, ~~and~~ student life ~~and research~~ committee shall consider and make recommendations to the board regarding matters pertaining to the teaching, ~~research~~, and public service programs of the university and its faculty, staff, and students. Matters to be brought before the committee may include, but shall not be limited to: teaching and learning; student success, support and well-being; faculty and staff matters; educational policy; academic structure and organization; student welfare and housing; collective bargaining; university faculty and student rules; conferring of degrees, certificates, awards, and other honors; the university system of Ohio; regional campuses; the Ohio agricultural research and development center; agricultural technical institute; the university's land-grant mission and extension programs; athletics; and any other matter assigned to the committee by the board or the chair of the board.

In addition to the trustees appointed to the committee, the committee shall also consist of at least one student trustee, one member of the university faculty, and up to two additional non-trustee committee members, with majority membership by trustees at all times.

- b. Audit, ~~compliance and~~ finance and investment committee. The audit, ~~compliance and~~ finance and investment committee shall consider and make recommendations to the board regarding matters pertaining to the financial, business, and administrative management of the university, ~~and~~ auditing of the university and related entity operations ~~and oversight of compliance functions~~. Matters to be brought before the committee may include, but shall not be limited to: internal audit policies, plans, and reports; financial statements; internal financial control systems; ~~oversight and monitoring of compliance programs and activities; enterprise risk management systems and business continuity planning; approval and monitoring of affiliated entities;~~ selection of, and receiving reports from, independent auditors (in conjunction with the auditor of state); capital and operating budgets and policies; issuance of debt; tuition and fees; university master planning; development and maintenance of facilities; real property matters; security and safety of the campuses; purchasing policies; self-insurance trust; the research foundation; commercialization; managed health care systems; and any other matter assigned to the committee by the board or the chair of the board.

In addition to the trustees appointed to the committee, the committee shall also

consist of at least one student trustee and up to three additional non-trustee committee members, with majority membership by trustees at all times.

~~All individual trustees shall be appointed to either the audit, compliance and finance committee or the academic affairs, student life and research committee in approximately even distribution.~~

- c. ~~Advancement committee. The advancement committee shall consider and make recommendations to the board regarding matters of policy and strategy pertaining to the university-wide integration of fund raising, alumni relations, marketing and related efforts (known as advancement) to foster positive relationships with students, alumni, and other key audiences; provide multiple opportunities for engagement; and generate involvement with and support for the mission of the university. The committee shall advise relevant university officers and monitor progress, performance, and the integration of fund raising efforts, alumni relations and marketing strategies. Matters to be brought before the committee may include, but shall not be limited to: fundraising and development policies; capital campaigns; acceptance of gifts; relations with and activities of the university foundation, Wexner center foundation, and other related organizations; naming of university buildings and other spaces; and any other matter assigned to the committee by the board or the chair of the board.~~

~~The committee shall consist of at least five trustees, two members of the alumni association governing board, and two members of the university foundation board. The alumni association shall nominate its representatives for a one-year appointment, renewable for up to three years, and forward those nominations to the chair of the board. The university foundation board shall nominate its representatives for a one-year appointment renewable for up to three years, and forward those nominations to the chair of the board. Additional non-trustee members may be appointed to ensure expertise in the areas for concentration for this committee.~~

- d. Talent, compensation and governance committee. The talent, compensation and governance committee shall provide oversight and counsel to the president regarding matters related to the senior leadership of the university, as determined by the board and the president, and make recommendations to the board regarding matters pertaining to the organization of the board and involvement and role of trustees. Matters to be brought before the committee may include, but shall not be limited to: roles and responsibilities of trustees and senior leadership positions; position specifications and necessary qualifications; compensation strategy and comparative data; transition plans; the board structure and operation; matters related to the trustees, non-trustee committee members and charter trustee selection process; trustee orientation; reviews of the president of the university and officers of the board; expectations regarding trustee comportment; organization of the board office; and any other matter assigned to the committee by the board or the chair of the board.



The committee shall consist of ~~at least five trustees, including one of the student trustees~~the chairs of each board committee and the vice chairs of the board. In addition to the trustees appointed to the committee, the committee may also consist of up to three additional non-trustee committee members, with majority membership by trustees at all times.

- e. Master planning and facilities committee. The master planning and facilities committee shall consider and make recommendations to the board regarding the university's physical environment to ensure they enable and advance the university's academic mission and strategic goals. The committee will serve as stewards of the campus master plans and district plans. Matters to be brought before the committee may include, but shall not be limited to: the review and recommendation for approval of the planning, design, and construction activity of the university, including the Wexner medical center; university master planning; development and maintenance of facilities; real property matters; security and infrastructure updates~~serve as stewards of the campus master plans and district plans~~; and any other matter assigned to the committee by the board or the chair of the board.

~~The committee shall consist of at least three trustees and no more than three non-trustee committee members, with majority membership by trustees at all time. In addition to the trustees appointed to the committee, the committee shall also consist of at least one student trustee and up to three additional non-trustee committee members, with majority membership by trustees at all times.~~

- f. Legal, risk and compliance committee. ~~The legal, risk and audit, compliance and legal committee shall consider and make recommendations to the board regarding oversight of the university's legal, risk and audit, compliance and legal functions and the auditing of the university and related entity operations.~~ Matters to be brought before the committee may include, but shall not be limited to: internal audit policies, plans, and reports; oversight and monitoring of compliance programs and activities; selection of, and receiving reports from, independent auditors (in conjunction with the auditor of state); university and Wexner medical center enterprise risk management systems and business continuity planning; approval and monitoring of affiliated entities; reports regarding significant legal, legislative and regulatory matters and initiatives; and any other matter assigned to the committee by the board or the chair of the board.

In addition to the trustees appointed to the committee, the committee shall also consist of at least one student trustee and up to three additional non-trustee committee members, with majority membership by trustees at all times.

g. Research, innovation and strategic partnerships. The research, innovation and strategic partnerships committee shall consider and make recommendations to the board regarding matters pertaining to the research programs and activities of the university, Wexner medical center, faculty, staff, and students. Matters to be brought before the committee may include, but shall not be limited to: programs and activities related to research and creative inquiry; policies to support and enhance research and creative inquiry conducted at the university; the development and support of strategic internal and external partnerships relationships; outreach and engagement activities of the university's students, faculty, and staff; and any other matter assigned to the committee by the board or the chair of the board.

In addition to the trustees appointed to the committee, the committee shall also consist of at least one student trustee, one member of the university faculty, and up to two additional non-trustee committee members, with majority membership by trustees at all times.

**AMENDMENTS TO THE BYLAWS OF  
THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER BOARD**

Synopsis: Approval of the attached amendments to the *Bylaws of The Ohio State University Wexner Medical Center Board* 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 Wexner Medical Center Board* took place in November 2019; and

WHEREAS the Wexner Medical Center Board approved and recommended the attached amendments for approval by the University Board of Trustees on February 23, 2021:

NOW THEREFORE

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

### **3335-93-01 The Ohio State University Wexner Medical Center Board.**

(B) The university Wexner medical center board shall be composed of up to ~~sixteen~~ **seventeen** voting members:

1. Up to ~~five~~ **six** members of the university board of trustees, **including one student trustee**, appointed annually by the chair of the university board of trustees and ratified by the university board of trustees;
2. Up to six public members appointed annually by the chair of the university board of trustees in consultation with the university president, the executive vice president and chancellor for health affairs and the chair of the university board of trustees' governance committee and ratified by the university board of trustees; and
3. Five ex-officio voting members consisting of:
  - a. The chair of the university board of trustees;
  - b. The university president;
  - c. The executive vice president and chancellor for health affairs;
  - d. The university senior vice president and chief financial officer; and
  - e. The university executive vice president and provost.

**RATIFICATION OF COMMITTEE APPOINTMENTS 2021-2022**

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2021-2022 are as follows:

**Academic Affairs & Student Life:**

Brent R. Porteus, Chair  
Jeff M.S. Kaplan, Vice Chair  
Abigail S. Wexner  
Elizabeth P. Kessler  
Michael Kiggin  
Elizabeth A. Harsh  
Reginald A. Wilkinson  
Carly G. Sobol  
Susan Olesik (faculty member)  
Gary R. Heminger (ex officio)

**Audit, Finance & Investment:**

John W. Zeiger, Chair  
Cheryl L. Krueger  
Erin P. Hoeflinger  
Lewis Von Thaeer  
Jeff M.S. Kaplan  
Michael Kiggin  
Anand Shah  
James D. Klingbeil  
Amy Chronis  
Kent M. Stahl  
Gary R. Heminger (ex officio)

**Legal, Risk & Compliance:**

Elizabeth P. Kessler, Chair  
Alan A. Stockmeister  
Jeff M.S. Kaplan  
Michael Kiggin  
Elizabeth A. Harsh  
Carly G. Sobol  
Gary R. Heminger (ex officio)

**Master Planning & Facilities:**

Alexander R. Fischer, Chair  
James D. Klingbeil, Vice Chair  
Brent R. Porteus  
Alan A. Stockmeister  
Elizabeth A. Harsh  
Reginald A. Wilkinson  
Carly G. Sobol  
Robert H. Schottenstein  
Gary R. Heminger (ex officio)

**Research, Innovation & Strategic Partnerships**

Lewis Von Thaeer, Chair  
Erin P. Hoeflinger, Vice Chair  
Cheryl L. Krueger  
Alexander R. Fischer  
Hiroyuki Fujita  
Reginald A. Wilkinson  
Anand Shah  
Gary R. Heminger (ex officio)

**Talent, Compensation & Governance:**

Hiroyuki Fujita, Chair  
Lewis Von Thaeer, Vice Chair  
Brent R. Porteus  
Abigail S. Wexner  
Alexander R. Fischer  
John W. Zeiger  
Elizabeth P. Kessler  
Gary R. Heminger (ex officio)

**RATIFICATION OF COMMITTEE APPOINTMENTS 2021-2022 (cont'd)**

**Wexner Medical Center:**

Leslie H. Wexner, Chair

Abigail S. Wexner

Cheryl L. Krueger

Hiroyuki Fujita

**ALAN A. STOCKMEISTER**

John W. Zeiger

**ANAND SHAH**

Stephen D. Steinour

Robert H. Schottenstein

W.G. Jurgensen

Cindy Hilsheimer

Gary R. Heminger (ex officio, voting)

Kristina M. Johnson (ex officio, voting)

Harold L. Paz (ex officio, voting)

Bruce A. McPheron (ex officio, voting)

Michael Papadakis (ex officio, voting)

## 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 November 19, 2020, meeting of the board, including the following appointments and contract updates:

### Appointments

Name: Elizabeth Parkinson  
Title: Senior Vice President for Marketing and Communications  
Unit: Office of the President  
Term: March 22, 2021

Name: Paul N. Patton  
Title: Interim Senior Vice President for Talent, Culture and Human Resources  
Unit: Office of the President  
Term: December 4, 2020

### Reappointment

Name: Mark Larmore  
Title: Vice President and Chief Financial Officer  
Unit: Wexner Medical Center  
Term: January 1, 2021

# Human Resources Summary Report

Talent, Compensation and Governance Committee

February 2021

As we begin the 2021 calendar year, there are several important updates and key milestones summarized in this overview prepared for the Talent, Compensation and Governance committee of the Board of Trustees, specific to progress in advancing the HR Strategic Plan and related HR Transformation initiatives.

The strategic priority areas of focus in the HR Strategic Plan 2018-2023 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

Additionally, data and metrics with current analytics, specific to the workforce demographics of the university have been recently updated as of December 2020.

The content outlined in this report is inclusive of HR efforts across all campus locations and the Wexner Medical Center.

Your insight, interest and support of our efforts to lead HR transformation at Ohio State is greatly appreciated.

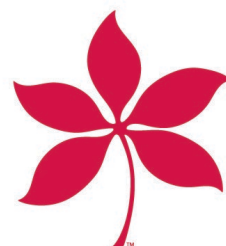
Kind regards,

*Paul*

Paul Patton  
Interim Senior Vice President,  
Talent, Culture & Human Resources



**THE OHIO STATE UNIVERSITY**  
HUMAN RESOURCES





# 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 Management and Learning & Development**

### **New Employee Orientation**

New virtual orientation piloted across campus and received positive feedback from internal leaders and new employees.

Feedback from new employees reported:

- 90.28% agree the content was relevant to needs as a new employee,
- 88.88% agree the content of the workshop was engaging,
- 80.55% agree that they will use what they learned from this orientation in their work, and
- 90.28% agree that the orientation met their overall expectations.

Standard welcome letters developed, which each new hire receives, and the New Employee Essentials guide was enhanced by the marketing team, consistent with university branding.

In addition, the Workday Onboarding Portal launched, providing new employees with the opportunity to sign up for benefits prior to day 1 of employment and offers links for new employees to learn about Ohio State retirement plans, benefits, parking, required eLearning, etc.

### **Executive Onboarding**

Transition Acceleration Process (TAP) is Ohio State's executive onboarding program. Currently, there are seven recently hired executives engaged in this program.

### **New Chair Program**

Each academic year, new department chairs go through an extensive program consisting of learning modules and individual executive coaching sessions. Currently, 22 new chairs are in the program scheduled to end in May 2021. In Fall 2021, newly appointed chairs will be introduced to the curriculum.

### **Leadership Development and Manager Training Portal**

Completed phase one of identifying leadership tiers and behaviors that align with the Shared Values initiative. Purpose Driven Leadership course consisting of the new Ohio State coaching model and leadership alignment with values developed for all new front-line leaders will launch in February 2021.

## **Staff Development**

Nearly 250 staff and manager grants awarded totaling \$174,728 since July 1, 2020.

Working with University Staff Advisory Committee to purchase 1 year of LinkedIn learning licenses for staff employees across Ohio State.

## **BuckeyeLearn/Cornerstone Work**

Creation of the University Training Content Review (UTCR) panel to ensure consistency in large-scale eLearning across Ohio State delivered through BuckeyeLearn.

## **College and Unit Talent Management Initiatives**

Facilitated Team Effectiveness, Leader Manager Coaching, Culture and Climate, Mentoring and Professional Career Effectiveness to the following units and colleges: Administration & Planning, Lima Campus, Office of Chief Information Officer, Advancement, Student Life, Office of Student Academic Success, Libraries, Facilities Operations and Development, College of Food Agriculture and Academic Sciences.

## **Talent Acquisition (TA)**

### **Centralization of all campus TA Consultants**

Through HR Service Delivery, all campus employees who were performing TA services in their respective colleges and units are now part of the centralized Talent Acquisition function. Work was completed on right sizing the recruiting needs of each college and unit and TA resources were distributed to meet the needs of the university.

### **Implementation of the Workday Applicant Tracking System**

New applicant tracking system implemented with a front page representing both the campus and medical center positions. Currently, 2,268 requisitions are in the system, over 9,600 applicants in the system and 760 hires have been completed in the first two weeks following launch of Workday.

### **Talent Acquisition Process Improvement**

The following processes have been developed and standardized across Ohio State:

- Recruiter Intake Process
- Phone Screen Interview Questions
- Alignment of interview questions to Shared Values initiative



## 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 at Ohio State

#### Workday at Ohio State is live!

The university successfully launched Workday HR and Payroll on Sunday, January 3. Finance and Supply Chain functionality went live on Thursday, January 7. There were no major issues to report. Call and help desk ticket volumes to various support channels were significant as employees explored Workday HR and Payroll functionality. Volumes dropped later during go-live week as individuals became more familiar with Workday, and call volume remained steady following the launch of Workday Finance and Supply Chain.

#### Enterprise Business Solutions (EBS) Leadership

Enterprise Project Director Mike Anderson left Ohio State, effective Friday, January 22, to pursue new opportunities. Mike joined Ohio State in 2008, serving in role of Enterprise Project Director since 2018. With the successful launch of Workday, Mike helped to set the university on a new course for the future.

Jeff Allen has accepted the Interim Associate Vice President of Enterprise Business Solutions position. Jeff was a part of the original Workday Student evaluation team and has been a member of the Enterprise Project team, leading the student implementation for several years. In the interim role, Jeff will lead us through the hyper care period and biannual Workday system update occurring in March/April. He will also help the transition to ongoing operations for the EBS support team and oversee the Student project ramp-up.

#### Future Workday Releases

With the successful implementation of Workday Release 1, the EBS team is now looking ahead to [planned future releases](#).

There will be an additional Finance release occurring in October 2021 that will provide financial planning processes in Workday. Next summer, we look forward to an additional HR release that will support talent-related business processes such as performance management and leadership succession planning.

Most significant will be Workday Releases 2 through 5, which will roll out Workday Student functionality beginning in July 2023. The implementation of Workday Student will improve the student experience through consistent, streamlined processes for undergraduate, graduate and professional students. This will ultimately decrease the time and cost to degree completion or academic goal, increase engagement and provide services when and how students want them.

## **Workday Readiness and Training**

Just prior to go-live, the university community completed 78.6% of expected training, just shy of our goal of 80%. The team continues to connect with key stakeholder groups to gather feedback on Workday adoption. The team is also continuing to monitor help desk ticket trends and making updates to job aides and communications to address common questions and issues.

## **Workday Challenges/Improvements Needed**

The journey to transition to a new HCM platform, is not without its challenges. Leaders across the organization are providing real time feedback to the Workday team regarding processes and workflows, which need improvement.

The team is prioritizing the top areas of concern and is actively working on solutions to improve the user experience. The team will proactively seek feedback from users and will provide regular communication regarding the status of improvements.

As the university becomes more familiar with Workday, there are many resources available for users to receive assistance. More information on [Workday Help and Support](#) is available on the Enterprise Project website.

## **HR Service Delivery**

### **HR Connection**

HR Connection, Ohio State's Shared Services operation, began supporting the university community in September 2020. This fall, the team prepared for Workday go-live by focusing on providing excellent customer service for the campus and medical center as they learn the new processes in Workday. On Sunday, January 3<sup>rd</sup>, HR Connection began fielding Workday HR and payroll questions via phone, email, and the HR Connection portal.

Throughout January, the team steadily managed over 1,100 cases per day, with over 600 coming from phone calls. For the first two weeks, our HR Connection team, supported by colleagues from across the HR Centers of Expertise (COEs), helped customers and achieved wait times of under two minutes. Current patterns for call and case volumes are similar to pre-Workday in that volumes tend to spike at the start of each week and then level off as the week progresses.

Using ServiceNow, the case management tool that went live in July 2019, we can track inquiries from employees and monitor our daily volumes. This transparency to data enabled our HR Connection team to determine frequently asked questions, identify process challenges to escalate to the Enterprise Business Solutions team, and document feedback and improvement suggestions.

### **Continuous Improvement**

As we move into the stabilization period, we begin shifting focus to operational excellence and continuous improvement. This includes publication of key metrics and continuing to build the knowledge and features of the HR Connection portal to best serve our customers. We will continue to focus on highlighting the roles and responsibilities across each team within HR – including unit-facing HR Business Partner and Consultant teams, as well as the functional Codes that support our business.

HR Business Partners met regularly with the Enterprise Business Solutions team leaders to discuss functionality issues coming in from the units. They have also supported regular sessions with Centers of Expertise leaders and the HR Consultants in the units to drive process improvements and to enhance the team's understanding of the system and performance. The teams are focusing on opportunities for continuous improvement and resolving urgent issues through the hyper care support model that is in place through the end of March 2021. In addition, the team is actively supporting managers, supervisors, and employees with accessing the system, making use of HR Connection and in general understanding the new system.

### Opportunity Areas

- **Continue to build role clarity:** The HR Service Delivery model included new roles and responsibilities across all HR teams, both in-unit and within HR Connection and the COEs. We will continue to discuss ownership and handoffs between teams to align accountability and clear responsibilities for HR tasks.
- **Terminology and process changes:** Bringing Workday to Ohio State comes with new terminology and ways of completing work. We will continue to educate the community on new terms and how previous processes translate to new systems and steps. Along the way, we are gathering feedback on opportunities to enhance the processes and will implement changes where feasible.
- **Manager self-service and unit work support:** A key decision made with the implementation of Workday is the alignment of a number of processes to Managers across campus and the health system. We will be evaluating the effectiveness of these processes and determining if changes, such as enhancements to the Manager Liaison roles, may be pursued.



## 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 28,000 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. Senior leaders are reviewing potential pay impacts including:

- How to address merit increases for employees whose pay is above the new ranges.
- How employees whose pay is below the new ranges could be brought up to pay range minimums.

It is evident that some positions have been mapped higher than they should be. Over the last three months, unit leaders and HR business partners revised some mapping decisions. A small number of mapping issues still exist, and further opportunities for more accurate mapping of current positions remain.

Once unit leaders have completed their 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.

Efforts to update Ohio State's compensation practices and bring consistency to the organization will represent change for numerous stakeholders. We expect interest, anxiety and concern across the organization as the new pay ranges, new titles and FLSA changes are shared more broadly. We appreciate the Board's commitment to this initiative and its support of these changes as a university strategy.

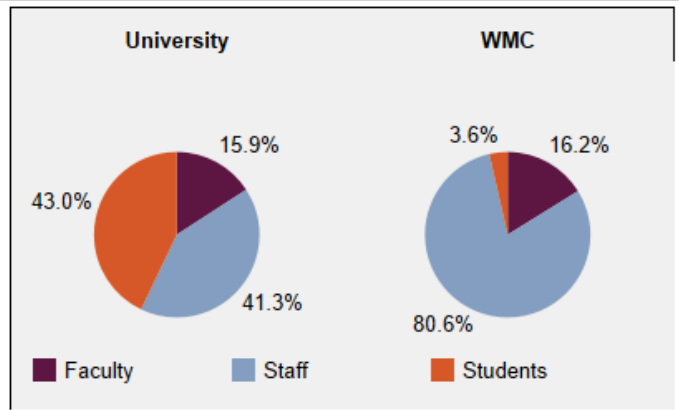
# Quarterly Summary of Employee Headcount

## Total University, December 2020

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

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

|             | University | WMC    | Grand Total |
|-------------|------------|--------|-------------|
| Faculty     | 4,224      | 3,465  | 7,656       |
| Staff       | 10,993     | 17,229 | 28,217      |
| Students    | 11,438     | 766    | 12,151      |
| Grand Total | 26,621     | 21,366 | 47,895      |

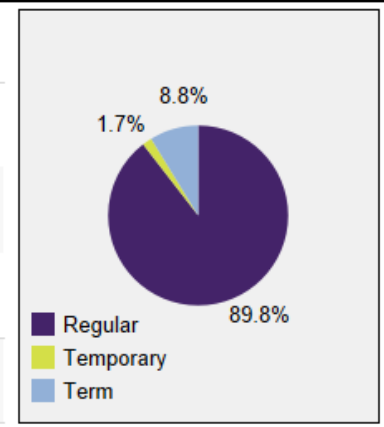


### Headcount\* by Employee Group

|                        |        |       |
|------------------------|--------|-------|
| Tenure Track Faculty   | 2,827  | 8.3%  |
| Clinical Track Faculty | 2,019  | 5.8%  |
| Research Track Faculty | 104    | 0.3%  |
| Associated Faculty     | 2,706  | 6.2%  |
| Unclassified           | 23,065 | 64.6% |
| CCS                    | 5,152  | 14.8% |
| Grand Total            | 35,744 |       |

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

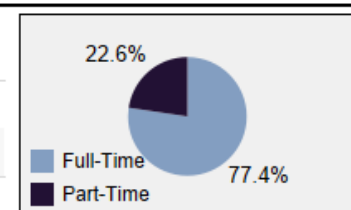
|             |        |
|-------------|--------|
| Regular     | 32,102 |
| Temporary   | 625    |
| Term        | 3,133  |
| Grand Total | 35,744 |



### Headcount by Full-Time

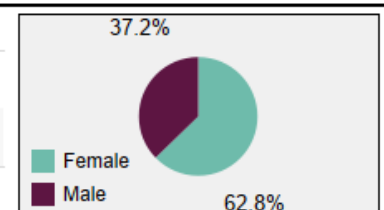
Full-Time = 100%

|             |        |
|-------------|--------|
| Full-Time   | 27,657 |
| Part-Time   | 8,087  |
| Grand Total | 35,744 |



### Headcount by Gender

|             |        |
|-------------|--------|
| Female      | 22,438 |
| Male        | 13,306 |
| Grand Total | 35,744 |



### Headcount by Race/Ethnicity

|                   |        |       |
|-------------------|--------|-------|
| Am. Indian        | 51     | 0.1%  |
| Asian             | 2,698  | 7.5%  |
| Black             | 3,671  | 10.3% |
| Hawaiian          | 23     | 0.1%  |
| Hispanic          | 1,095  | 3.1%  |
| Two or More Rac.. | 707    | 2.0%  |
| Undisclsd         | 1,550  | 4.3%  |
| White             | 25,949 | 72.6% |
| Grand Total       | 35,744 |       |

### Headcount by Age

|             |        |       |
|-------------|--------|-------|
| <Thirty     | 6,768  | 18.9% |
| Thirties    | 10,556 | 29.5% |
| Forties     | 7,968  | 22.3% |
| Fifties     | 6,555  | 18.3% |
| Sixties     | 3,422  | 9.6%  |
| Seventy+    | 475    | 1.3%  |
| Grand Total | 35,744 |       |

\* 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.

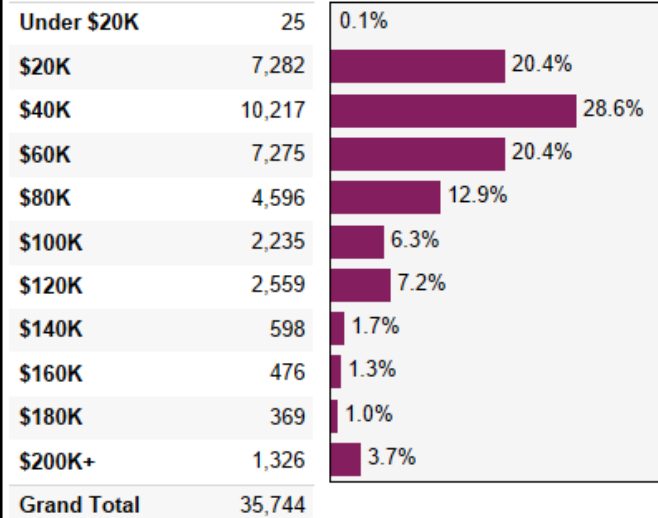
# Quarterly Summary of Employee Headcount

## Total University, December 2020

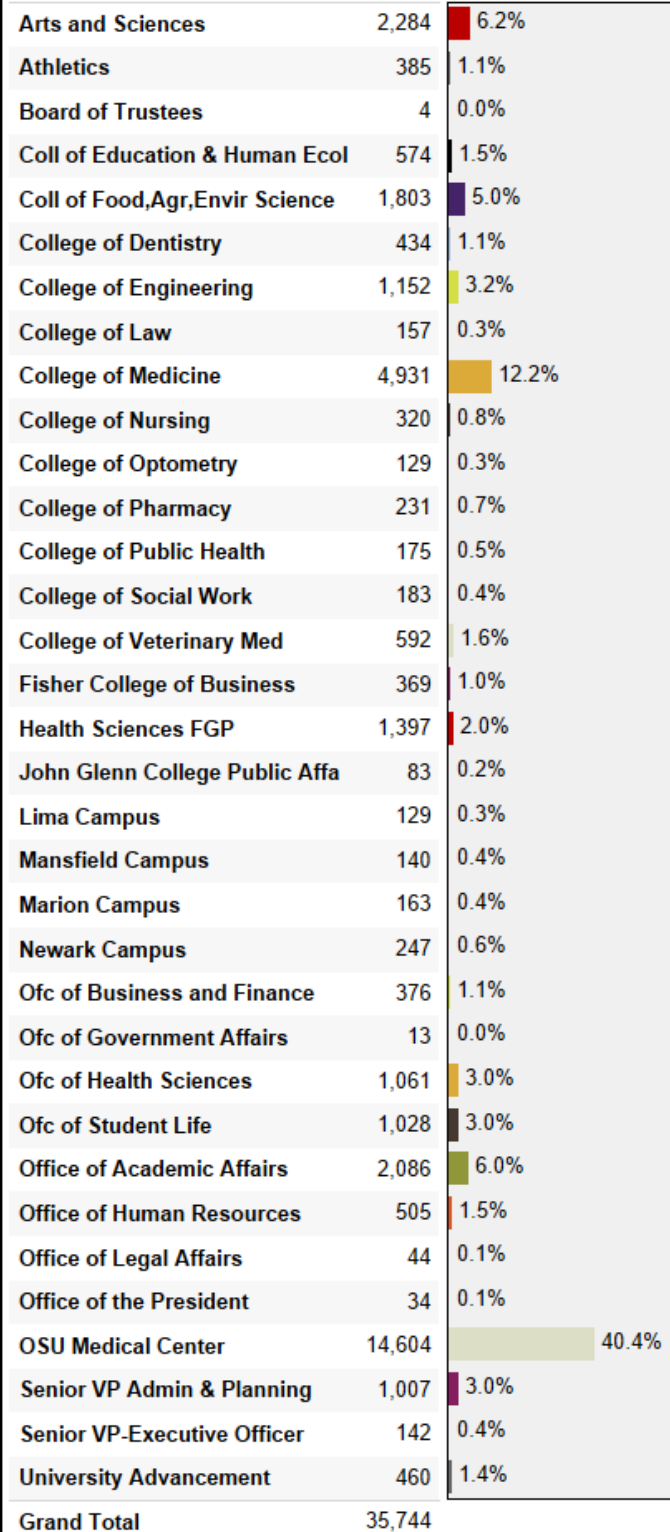
(Excludes intermittent employees, unpaid employees and student employees unless otherwise noted)

### Headcount by Pay Band

Based on full-time rates

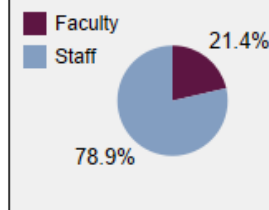


### Headcount\* by VP College

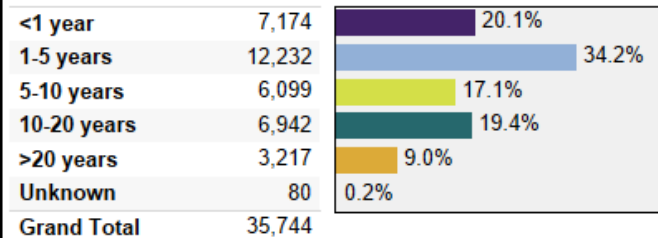


### Headcount\* by Faculty/Staff

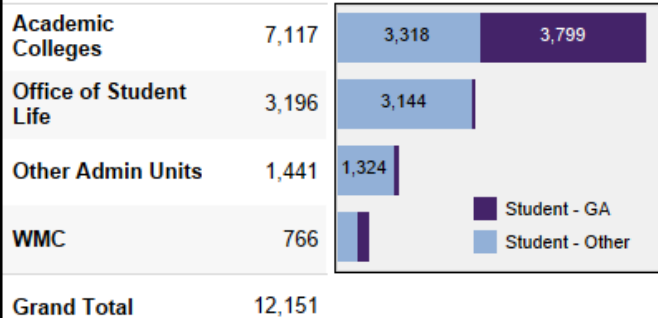
|                    |               |
|--------------------|---------------|
| Faculty            | 7,656         |
| Staff              | 28,217        |
| <b>Grand Total</b> | <b>35,744</b> |



### 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.