THURSDAY, MAY 30, 2019
TALENT AND COMPENSATION COMMITTEE MEETING

Hiroyuki Fujita
Lewis Von Thaer
Alex Shumate
Erin P. Hoeflinger
John W. Zeiger
Elizabeth P. Kessler
Jeff M.S. Kaplan
Janice M. Bonsu
Janet Porter
Michael J. Gasser (*ex officio*)

Location: Longaberger Alumni House   Time: 8:00-9:45am
            Sanders Grand Lounge

<u>Public Session</u>

ITEMS FOR DISCUSSION

1. *Distinguished Diversity Enhancement Awards – Dr. Fujita*   8:00-8:20am

2. *HR Strategic Plan Scorecard – Ms. Basso, Ms. Shumate*   8:20-8:40am

3. *Key Critical Searches – Ms. Basso*   8:40-8:45am

    Written Report (Background Only)

        a.   *Human Resources Summary*

<u>Executive Session</u>   8:45-9:40am

<u>Public Session (continued)</u>

ITEMS FOR ACTION

4. *Hand-Carry:* Personnel Actions – Ms. Basso   9:40-9:45am

OSU Human Resources PERFORMANCE SCORECARD FY2019

Strategic Priorities	Champion	Accountable Owner	Metric(s)	FY 19 Target	FY19 YTD - August Actual	FY19 YTD - March Actual	Status
HR EXCELLENCE	Shumate	Kimberly Shumate	Application to hire date	Monitor and measure	96.2 Days	98.2	↓
	Shumate	Kimberly Shumate	The number of escalations of calls due to inability to resolve at initial contact	Monitor and measure	FY18: 47%	FY19 (thru Q3): 57%	↓
	Shumate	Kimberly Shumate	Establishment of new and redefined HR roles across the university	80%	18%	93%	↑
TALENT MANAGEMENT	Hillis	Lin Hillis	Diversity of staff applicant pool	Monitor and measure	FY18: Female: 3.2% above market availability URM: 12.5% above market availability	FY18: Female: 3.2% above market availability URM: 12.5% above market availability (**updated in fall)	N/A updated in the fall
	Hillis	Lin Hillis	Staff turnover in first year	Monitor and measure	FY17 cohort: 23.3%	FY17 cohort: 23.3% (**updated in fall)	N/A updated in the fall
	Hillis	Lin Hillis	Percentage of URM and women in leadership positions	URM: Monitor and measure	AU18: 12.8%	SP19: 13.0%	↑
				Women: Monitor and measure	AU18: 64.4%	SP19: 64.7%	↑
	Mincey/Hillis	Alison Mincey	WMC - Faculty engagment score	3.93	FY18: 3.84	3.85	↑
	Mincey/Hillis	Alison Mincey	WMC - Tier 3 work areas engagement score - staff	Reduction of Tier 3 units to 26% (136)	FY18: 33% total units (175)	13% (65)	↑
	Mincey/Hillis	Alison Mincey	WMC - Staff turnover in first year	Top Quartile	FY18: 22.0%	14.6%	↓
	Mincey/Hillis	Alison Mincey	WMC - Percentage of URM Women in leadership postions	URM: 12%	FY18: 11%	FY18: 11.8%	↑
				Women: 48.5%	FY18: 46.1%	FY18: 49.3%	↑
Total Rewards	McGoldrick	Rob Prisbrey	Percent of Career Roadmap Initiative Complete	60% complete by end of FY19	10%	30%	↑
	McGoldrick	Pam Doseck	Maintain a 3-year average health care cost trend that does not exceed the 3-year national average trend	<=4.8%	-1.0%	-1.6%	↑
	McGoldrick	Pam Doseck	Increase the sustained annual engagement rate in Your Plan for Health	50%	61%	54%	↓
	McGoldrick	David Magee	Maintain or Improve current transitional worker program participation	Monitor and measure	CY 2017: .27	CY 2018: .24	↑
	McGoldrick	David Magee	Reduce tail claims liability by 5% for Fiscal year 2019	Monitor and measure	As of 6/30/18: $23,925,493	As of 6/30/18: $23,925,493	N/A updated in the fall
TALENT & CULTURE	Basso	Lin Hillis	Defining talent pillars	100% complete by end of FY19		60%	
			Benchmarking data with best in class talent organization	100% complete by end of FY19		10%	
			Steering committee members identified	100% complete by end of FY19		80%	

Meets or Exceeds Goal
Caution
Below Goal - Action Needed

↑ Performance improved from last scorecard update
↓ Performance declined from last scorecard update

OSU Human Resources Strategic Plan
FY19 PERFORMANCE SCORECARD DEFINITIONS

Metric(s)	Definition
Decrease errors when processing qualifying status changes	Major life events that enable employees to make changes to their health care plans and add or drop dependents from coverage. These include: Birth and Adoption, Death of a Dependent, Death of an Employee and Surviorship, Dependent Becomes Ineligible, Gain or Loss of Coverage, Leaves of Absence, Leaving Ohio State, Marital Status Change, Preparing to Retire, SSDP and Sponsored Dependents.
Monitor and measure the duration for recruit to hire	The HRA process will be eliminated with the implementation of Workday in 2020. We will monitor the current process to use as an initial benchmark for the new hire process in the new system.
First year turnover rate - Staff	Turnover Rate - Staff: is the count of Staff members who actually exit the system, leave the University. Includes terminations and retirements for staff classified as "regular". Excludes transfers, faculty, students, and staff classified as "temporary". Reason for departure will be documented for later analysis.
First year turnover rate - Faculty	Turnover Rate - Faculty: is the count of non-physician faculty who actually exit the system, leave the University. Includes tenure, clinical, research, and associated tracks. Exclusions include Post Doctoral Scholars, Graduate Research Associate, Graduate Teaching Associates, appointments without salary, and intermittent appointments. Reason for departure will be documented for later analysis.
Reduce number of declined offeres	Reduce the number of offfers declined, track the reasons for later analysis.
Increase number of OSU sponsored grants applied for / received	Includes Staff Career Development Grants, Staff Manager Development Grants, Research on Women Grants, Development Grants (Professional Development, Women of Color Advancement Grants, Marianna Russell Technology Grants).
Reduce the amount of medical and pharmaceutical claims	Reduce the number of the cost? Is the idea that reducing either is an indicator of employee health / wellness?
Executive performance against plan	Includes executives under board purview.
Reduce appeals to 120 day deadline for selecting plan	Applies to new hires and employees required to select a new plan as part of retirement reengineering effort.

Human Resources

Board of Trustees Talent & Compensation Committee Update – May 2019

From the SVP, Talent, Culture & Human Resources

The Ohio State University Human Resources department has prepared this report as a summary 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:

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

This overview highlights a few current HR activities along with results and will be updated in advance of each board committee meeting. The report is intended to keep members of the Talent & Compensation Committee apprised of key HR milestones, updates and concerns, as appropriate. Additionally, data metrics with current analytics, specific to the workforce demographics of the university are included.

As we strive to operate as one HR discipline university-wide, it is important to note that the content outlined encompasses HR efforts taking place at all campus locations, inclusive of the Wexner Medical Center.

I look forward to the opportunity to share our progress with you. I appreciate your ongoing support of our transformative journey and look forward to your feedback to make this document a useful resource.

On behalf of the HR Leadership Team,

Susan Basso
SVP, 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.

Leadership & Employee Development

Transition Acceleration Program (TAP) - TAP is a talent management initiative that takes a strategic approach to help a newly-hired executive (1) focus on the top priorities and secure early wins (2) build the right relationships to forge strong alliances (3) tailor their leadership style to the situation and culture and (4) assess the current talent and situation to make changes that propel the organization forward. Since January 2019, three executives have completed the program.

New Chair Program - The 5th cohort of the program will be concluding in May with 21 chairs finishing this year-long academic leadership program. Chairs receive an average of 8 coaching sessions throughout the year along with experiential workshops and time with the President and Provost.

New Leader Experience - Two cohorts in the Wexner Medical Center launched (January and March), with 26 and 28 participants, respectively, and 22 are expected in the May cohort. David McQuaid and Elizabeth Seely facilitated the senior leader sessions, with Dr. Andrew Thomas, Dan Like, Dr. Susan Moffatt-Bruce and Jacalyn Buck are confirmed for upcoming cohorts. Content for this program is interactive, scenario-based and designed to support our values.

New Employee Website - As we continue to build an exceptional employee experience, we launched a new employee website, which has been viewed over 18,800 times by 14,712 different users since February.

Report = Support - The first university-wide mandatory sexual misconduct prevention online course has been completed to date by over 28,000 employees (45% of those that were assigned the course). Additionally, over 22,000 employees have completed the Understanding the Sexual Misconduct Policy training (this online course is only mandatory for new employees). This course is an annual requirement and will launch again in July for next fiscal year. This education is an important component to enhancing campus safety, and it's important to ensure a consistent and equitable enforcement strategy across the university. The decided enforcement strategy for the upcoming fiscal year is that any faculty or staff member who does not complete the course will be ineligible to receive an annual merit increase during the 2020 merit compensation period (FY2021).

Staff Career Development Grants - In January 2019, 265 staff career development grants were submitted and reviewed. OHR in partnership with USAC awarded over 63 individual grants (up to $1,250) and 15 group grants (up to $2,000) were awarded totaling over $92,000. Grants can be used for education and training costs related to job and/or career goals, such as registration fees, travel costs or training materials.

Employee Engagement

A pulse engagement survey was conducted for Tier 3 leaders in the Wexner Medical Center and all faculty in early February to track progress towards higher levels of engagement, satisfaction and productivity. Staff from 175 cost centers (5,387) identified as Tier 3 in the 2017 census and all faculty (1,656) were invited to participate in the pulse survey. Response rate was 67 percent and 52 percent, respectively.

Results from the staff survey exceeded the enterprise scorecard goal to reduce the percentage of Tier 3 areas by moving 60 percent (97) of work units out of Tier 3 status and significantly increasing (+.18) the engagement score, from 3.86 to 4.04 (on a 5-pt. scale). The results suggest targeted interventions and collaborative action planning were effective. Staff engagement continues to be heavily influenced by pride, supporting strategic work to shape our "Buckeye Spirit" culture. Opportunities identified to improve include manager-focused development and continued emphasis on compensation efforts, including career roadmap project and market-review plan execution.

Overall, the faculty survey results for engagement and alignment remain stable. However, the enterprise scorecard goal for engagement (3.93) was not achieved. We placed in the 35th percentile among our peer group of other academic medical centers.

- o Overall engagement: 3.84 (2017) to 3.85 (2019)
- o Overall alignment: 3.07 (2017) to 3.10 (2019)

The next census survey, conducted by Press Ganey, is expected to occur in November 2019.

Talent Acquisition

Current Executive Searches, University:
- Vice provost & Executive Dean College Arts & Sciences
- Dean, College of Public Health

To achieve the goals and strategies specific to talent acquisition and retention of nursing and patient care team members in the medical center, we are expanding our digital marketing footprint across social platforms, LinkedIn, Glassdoor, Twitter and Facebook.

To strengthen our brand and improve accessibility for prospective candidates, we recently launched innovative social media campaigns to reach targeted, niche audiences, specific priority skill sets and demographics with both receiving significant exposure impact. A Brutus video for nurse recruitment (Facebook, LinkedIn, and Twitter) garnered 139k impressions, average engagement rate of 7.0% (benchmark =3.5%). A Surgical Technician Facebook campaign garnered 54k Impressions, average engagement rate of 8.7% (benchmark =3.5%).

HR Service Delivery (HRSD)

HR is currently in the midst of a major transformation initiative focused on raising the standards of HR excellence and service delivery across the university and Wexner Medical Center. This change is being made in conjunction with the Workday implementation and together represents a significant institutional investment.

Over the last few months, the HR Service Delivery team has been actively working with many constituents internal to HR as well as leaders across the university to define a better Ohio State experience for faculty, physicians, staff and students. This includes engagement activities, such as: an April HR Town Hall attended by the entire HR community, where OHR leadership presented HR, HRSD, and Career Roadmap updates; individual and group meetings with Deans and VPs as well as ongoing collaboration with SHRPs to refine the proposed future service delivery model.

Additionally, working teams have defined the customer experience (how, when and where HR services can be accessed) to inform the new service center design. The team is in the process of validating proposed future-state HR roles with OHR leaders and Workday teams to verify the organizational design structure and activities associated with future-state HR roles which will align with the Career Roadmap framework.

Career Roadmap

Career Roadmap will organize job functions, titles and a pay structure into a new job family model to be introduced in 2020 across the university and medical center. The model's two most tangible elements will be a career framework and a comprehensive job catalog. The catalog will keep pace with market trends, provide consistency in titles and career levels as well as allow visibility to career paths. Staff will have more clarity on career paths and compensation, and managers along with HR professionals can make more informed decisions on recruitment and retention. Career Roadmap aligns with Ohio State's HR talent and culture strategy and the Enterprise Project's implementation of Workday. Over time, Career Roadmap will enhance Ohio State's reputation as an employer of choice and more effectively address workforce needs.

Development of job functions and subfunctions for the job catalog is more than halfway done and will be completed by the end of June, including pricing of jobs relative to external market data and internal business needs. On a parallel track, review and revision of compensation policies are also underway. The Career Roadmap Steering Committee is working on solutions to crucial questions on financial impacts, classification decisions and market pricing philosophy. Recommendations will be available in summer and fall on those topics.

Total Rewards
Ensure competitive Total Rewards while balancing fiscal responsibility.

Health and Welfare

The Ohio State University Faculty and Staff Health Plan continues to experience favorable cost trend, with preliminary 2018 calendar year trend of .1% (three remaining moths of runout). Our results continue to exceed national benchmark cost trend data and can be attributed to plan design, benefit vendor contract improvements, utilization management and value- based payment strategies, and continuing focus on population health improvement. First year results with our new wellness vendor Virgin Pulse demonstrated higher overall engagement rates for active participants.

We continue to work with the OSU Health Plan on an opportunity to better integrate care for improved outcomes. A tiered network with greater steerage to the medical center and its' providers continues to be an area of focus. Navigant, a third-party consultant was engaged to review access, quality and cost of care for providers currently being utilized by our participants. The study revealed quality of care was high, cost of care from the medical center (excluding the James) were significantly lower than market, and provider cost was comparable in aggregate but varied by specialty. Access was very good for first-time patients, however average wait times for existing patients was greater than 30 days. In addition, integrated care was more difficult with COPC providers due to their use of a different electronic medical system. We continue to work with Wexner Medical Center leadership and the Health Plan.

Integrated Absence Management and Vocational Services (IAMVS)

The IAMVS team maintains and improves the productivity and quality of life of employees with occupational and non-occupational injuries and illnesses through effective risk and case management. Under one umbrella, we have aligned absence and return-to-work services to provide compliant, consistent, and compassionate assistance for workers' compensation, family and medical leave (FML) administration, short/long term disability, OPERS/STERS disability retirement, return to/remain at work services including workplace accommodation, onsite physical therapy and ergonomic assessments, job search assistance, ADA accommodation/reassignment, and unemployment.

FY19 saw an average reduction of 31% in self-insured workers' compensation lost time claims. Success of return-to-work programs have also manifested in no growth in average claim costs; these have remained relatively flat from 2015. On the non-occupational disability front, integration of leave services has led to an average 15% decrease in reporting lag time. This successful early intervention translates to a decrease in short -term disability incidence rates (-9% Campus, -20% Medical Center) that are 28% lower than benchmark. Ohio State's long-term disability closure rates based on successful return-to-work were 65% more favorable than benchmarks.
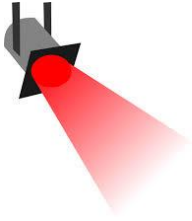
HR Spotlight: Contract Negotiations

Ohio Nurses Association (ONA) contract negotiations began April 2 and are expected to continue through the end of June. The ONA is an organized labor union and represents nearly 4,000 registered nurses across the medical center hospitals (excluding University Hospital East). In the first month of bargaining, management and ONA have tentatively agreed to a number of non-economic articles with mutual benefit to the parties. As negotiations move into May, and economic issues become more pronounced, the management bargaining team anticipates a more vocal response from ONA and its leaders as part of its bargaining strategy. As we mentioned in our last update, the U.S. Supreme Court's Janus decision, which gives union members the option of opting out of paying dues, will contribute significantly to these tactics by ONA.

Fraternal Order of Police (FOP) contract negotiations began April 8 with University Law Enforcement Officers and are expected to continue through June as well. The FOP represents nearly 60 sworn officers and supervisors.

Negotiations are also underway for a new wage agreement with the roughly 20 UniPrint staff who are represented by the Graphic Communications Conference of the International Brotherhood of Teamsters (GCC/IBT).
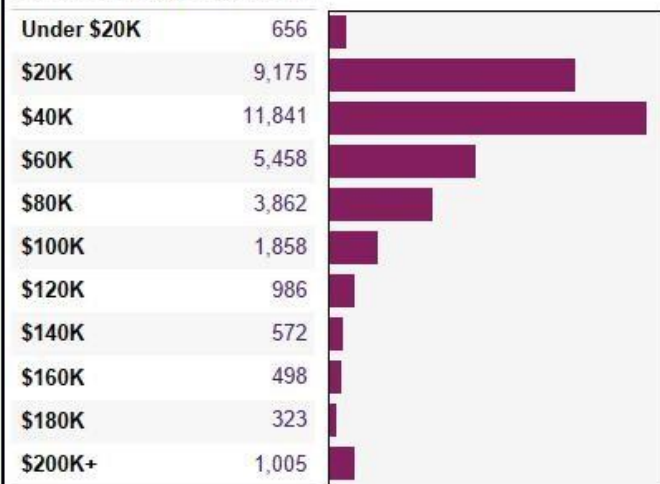
We will also begin contract negotiations with campus security officers (non-medical center) in early May. The FOP, Ohio Labor Council in late 2018, organized this group of approximately 30 officers.

Quarterly Summary by All Employees Headcount
All Employees Headcount for Total University, March 2019
(*Excludes students, intermittent employees and unpaid employees)

Headcount by Pay Band

Pay Band	Headcount
Under $20K	656
$20K	9,175
$40K	11,841
$60K	5,458
$80K	3,862
$100K	1,858
$120K	986
$140K	572
$160K	498
$180K	323
$200K+	1,005

Headcount by Faculty/Staff

	Headcount	
Faculty	7,398	21.2%
Staff	27,626	79.2%
Grand Total	34,894	

Headcount by Years of Service

Years of Service	Headcount	Percent
<1 year	1,035	3.0%
1-5 years	15,571	44.6%
5-10 years	6,833	19.6%
10-20 years	7,630	21.9%
>20 years	3,743	10.7%
Unknown	82	0.2%
Grand Total	34,894	

Headcount by VP College

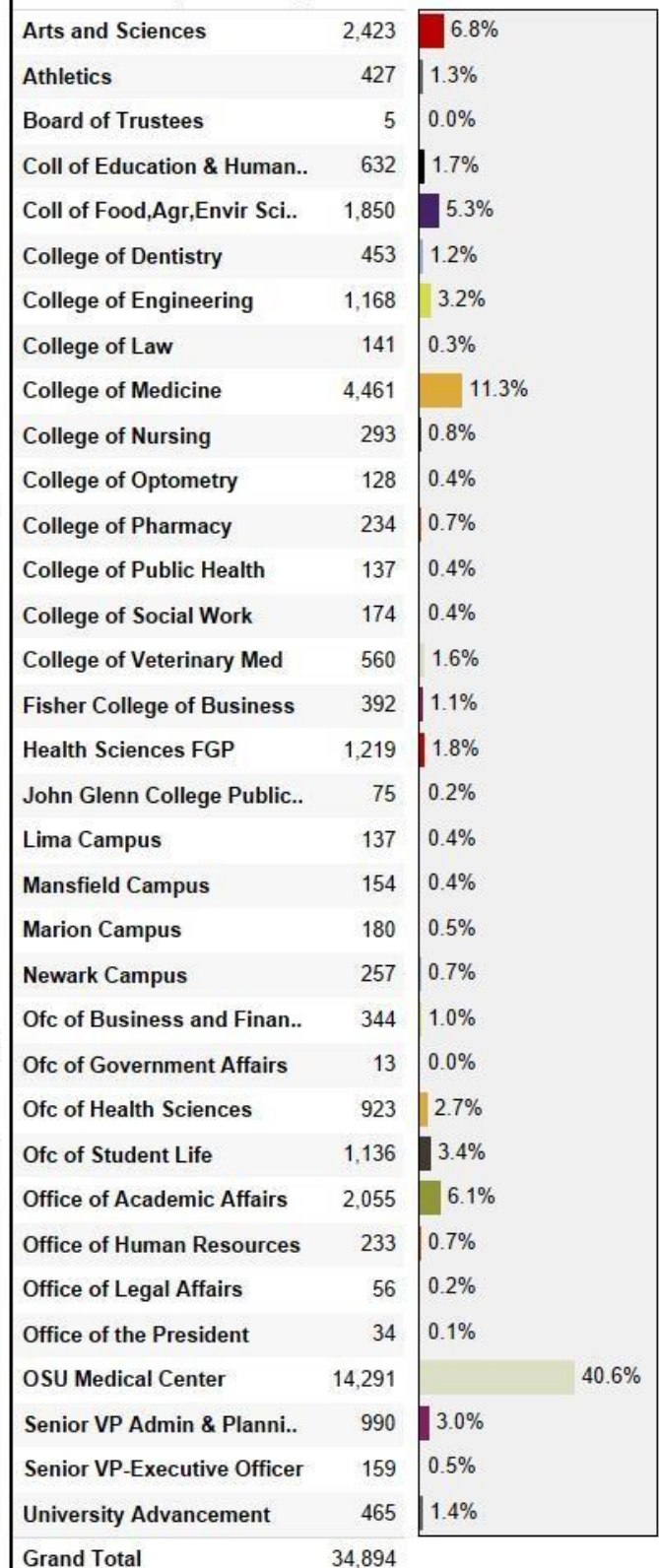| VP College	Headcount	Percent
Arts and Sciences	2,423	6.8%
Athletics	427	1.3%
Board of Trustees	5	0.0%
Coll of Education & Human..	632	1.7%
Coll of Food,Agr,Envir Sci..	1,850	5.3%
College of Dentistry	453	1.2%
College of Engineering	1,168	3.2%
College of Law	141	0.3%
College of Medicine	4,461	11.3%
College of Nursing	293	0.8%
College of Optometry	128	0.4%
College of Pharmacy	234	0.7%
College of Public Health	137	0.4%
College of Social Work	174	0.4%
College of Veterinary Med	560	1.6%
Fisher College of Business	392	1.1%
Health Sciences FGP	1,219	1.8%
John Glenn College Public..	75	0.2%
Lima Campus	137	0.4%
Mansfield Campus	154	0.4%
Marion Campus	180	0.5%
Newark Campus	257	0.7%
Ofc of Business and Finan..	344	1.0%
Ofc of Government Affairs	13	0.0%
Ofc of Health Sciences	923	2.7%
Ofc of Student Life	1,136	3.4%
Office of Academic Affairs	2,055	6.1%
Office of Human Resources	233	0.7%
Office of Legal Affairs	56	0.2%
Office of the President	34	0.1%
OSU Medical Center	14,291	40.6%
Senior VP Admin & Planni..	990	3.0%
Senior VP-Executive Officer	159	0.5%
University Advancement	465	1.4%
Grand Total	34,894	

Quarterly Summary by All Employees Headcount

All Employees Headcount for Total University, March 2019
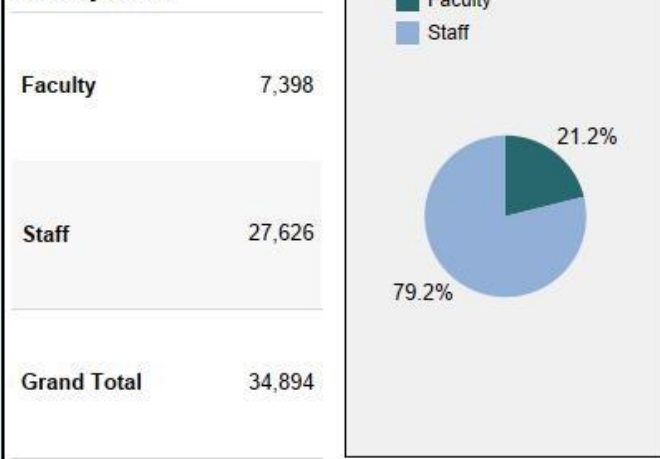(*Excludes students, intermittent employees and unpaid employees)

Headcount by Employee Group
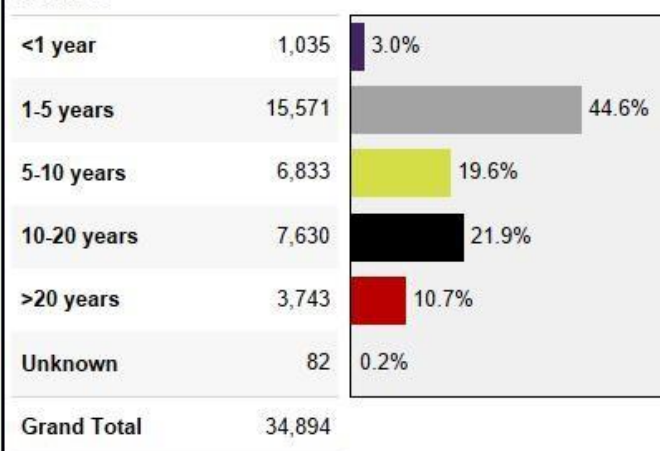
Tenure Track Faculty	2,815	8.5%
Clinical Track Faculty	1,626	4.8%
Research Track Faculty	109	0.3%
Associated Faculty	2,848	6.5%
Unclassified - SAP	3,331	9.8%
Unclassified	19,046	54.5%
CCS	5,253	15.6%
Grand Total	34,894	

Headcount by Reg/Temp/Term

Regular	30,745	88.1%
Temporary	811	2.3%
Term	3,469	9.9%
Grand Total	34,894	

Headcount by Full-Time
Full-Time >= 75%

Full-Time	32,936	94.4%
Part-Time	1,958	5.6%
Grand Total	34,894	

Headcount by Gender

Female	21,755	62.3%
Male	13,139	37.7%
Grand Total	34,894	

Headcount by Race/Ethnicity

Am. Indian	55	0.2%
Asian	2,591	7.4%
Black	3,610	10.3%
Hawaiian	18	0.1%
Hispanic	1,011	2.9%
2 or More Races	622	1.8%
Undisclsd	1,489	4.3%
White	25,498	73.1%
Grand Total	34,894	

Headcount by Age

<Thirty	6,893	19.8%
Thirties	10,241	29.3%
Forties	7,662	22.0%
Fifties	6,469	18.5%
Sixties	3,187	9.1%
Seventy+	442	1.3%
Grand Total	34,894	