

**THURSDAY, JUNE 7, 2018
TALENT AND COMPENSATION COMMITTEE MEETING**

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

Location: Longaberger Alumni House
Sanders Grand Lounge

Time: 8:00-9:45am

Public Session

ITEMS FOR DISCUSSION

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

Executive Session

8:55-9:40am

Public Session

ITEMS FOR ACTION

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



THE OHIO STATE UNIVERSITY

HUMAN RESOURCES

HR Strategic Plan

Initial Action Steps

Talent & Compensation Committee

June 7, 2018

Delivering HR Excellence. Inspiring People. Leading Change.



HR Strategic Plan (2018-2023)

Three Strategic Focus Areas:

- HR Excellence
- Talent Management
- Total Rewards

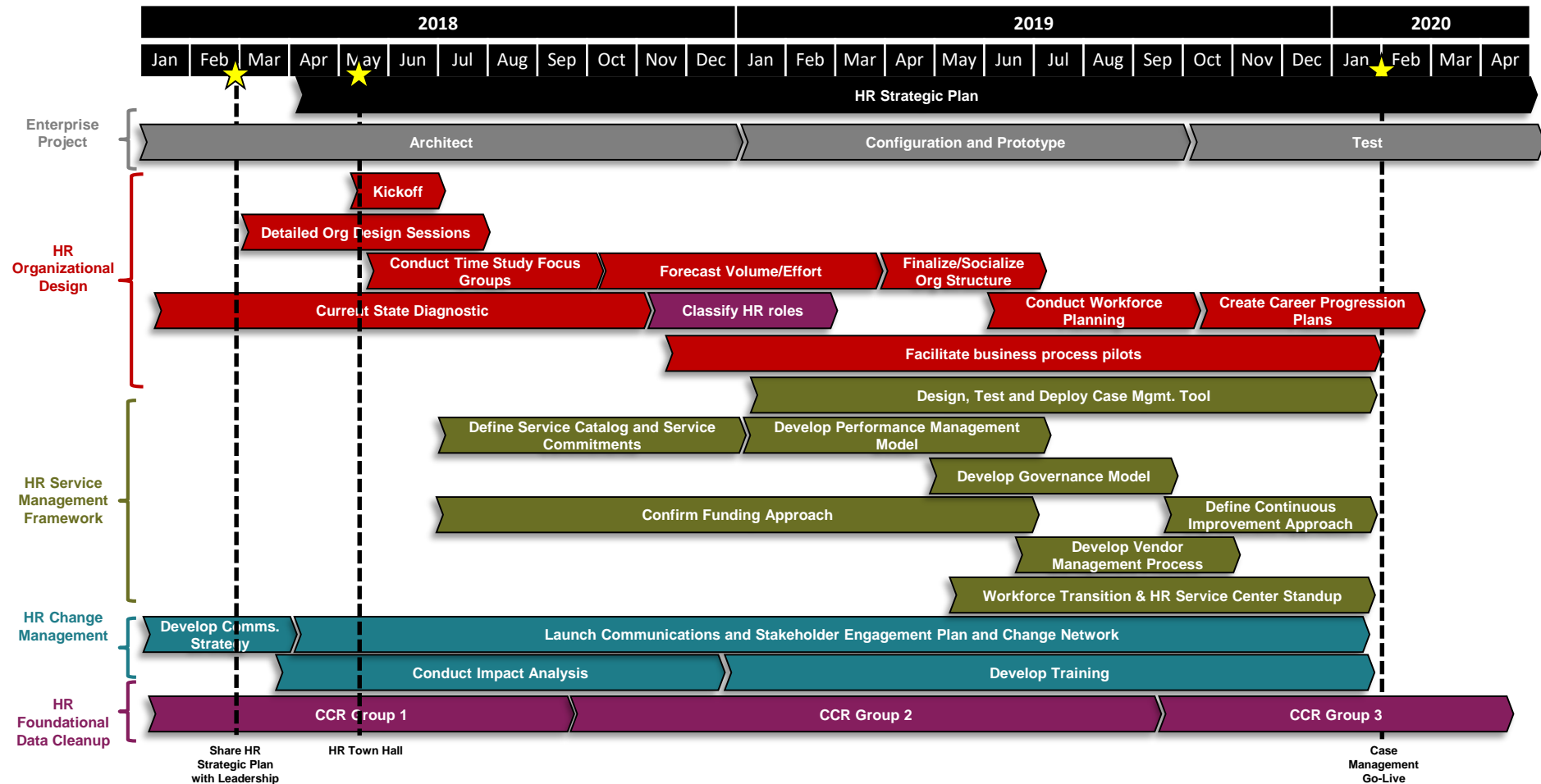
Five Core Foundational Themes:

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





2020 Deployment - HCM Integrated Schedule*



*Subject to change pending updates
to Workday timeline



Action Steps: Initial Focus

HR Excellence – HR Service Delivery Model
(Kim Shumate, AVP, HR Strategic Initiatives)

Talent Management – Recruit to Hire & Onboarding
(Molly Driscoll, Interim AVP, Talent)

Total Rewards – Compensation & Classification
(Joanne McGoldrick, AVP, Total Rewards)



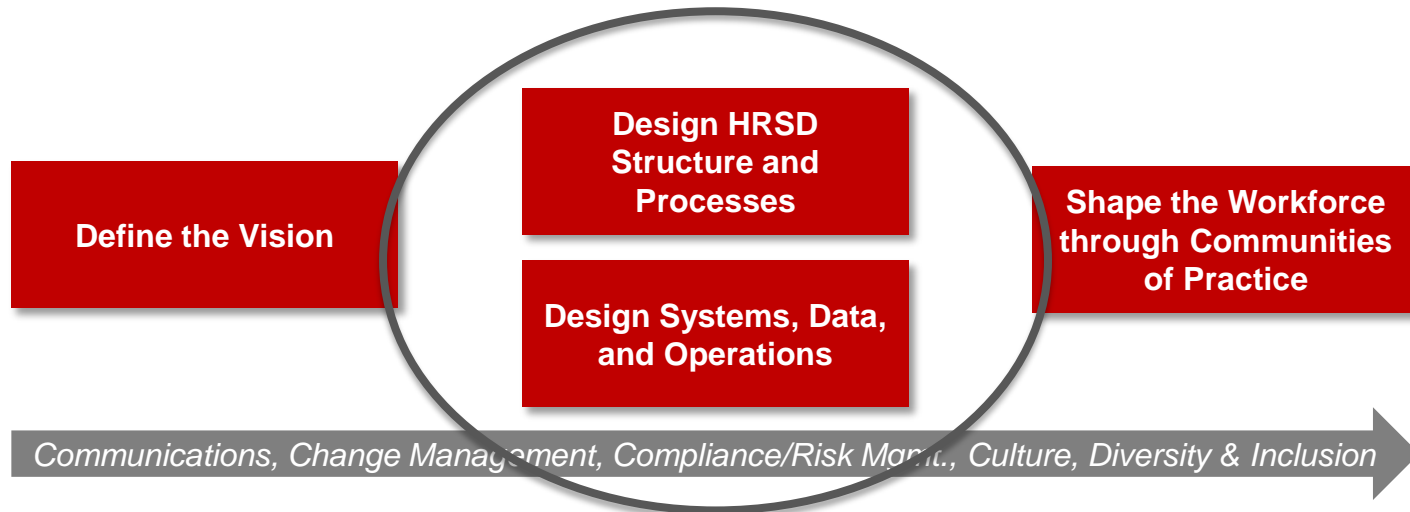
HR Excellence

Goal: Improve the employee experience through transformed HR core processes to deliver HR services and transactional accuracy and efficiency

Objective	Action Steps	Vision for Success
Increase operational efficiency through consistent and accurate transactional services	<ul style="list-style-type: none">Design HR Service Delivery Structure and Business Processes	Unified HR community; consistent employee service experience
Improve service quality through a high-performing HR model	<ul style="list-style-type: none">Design Supporting Systems Data and Operations	Improved accuracy and reliability of business practices
Shift focus to support strategic initiatives across Ohio State	<ul style="list-style-type: none">Shape future state HR roles and capability	HR transformation from reactive, transactional function to proactive, strategic asset



HR Excellence Action Steps

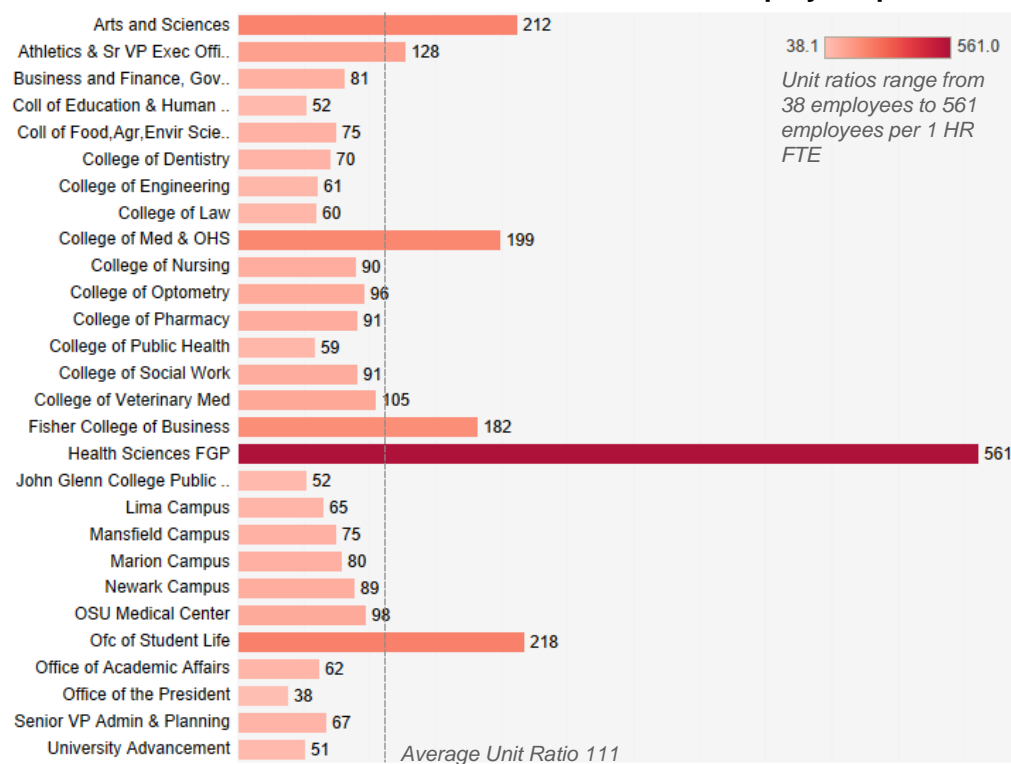




The Case for Change

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

Number of Employees per 1 HR FTE by Unit



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



We will leverage this leading practice HR Service Delivery model to inform future state detailed design.

Advancing business priorities

HR Strategic Partners focus on strategic HR services that are specific to the business unit

Delivering higher-touch unit HR services

HR Service Partners focus on transactional/execution based activities that require business unit specific knowledge



Architecting common solutions

HR Centers of Expertise focus on developing strategic services and capabilities across the organization

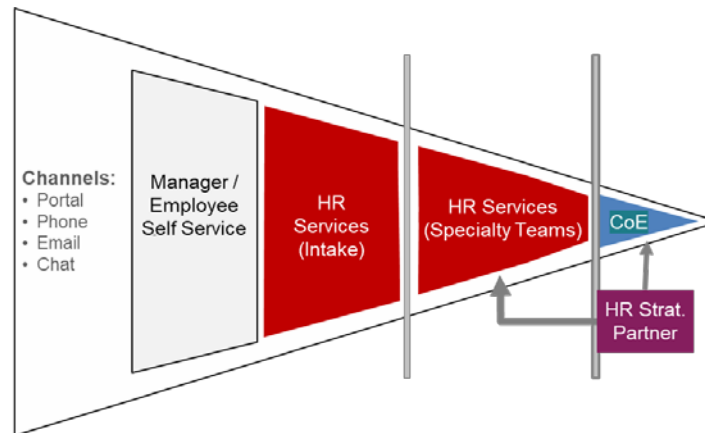
Serving the employee life cycle with core HR services

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



HR Shared Services

The HR Service Delivery effort will focus on thoughtfully consolidating our 11 existing service centers ultimately into one Shared Service model enabling a consistent employee experience and enabling transactional efficacy.



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

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

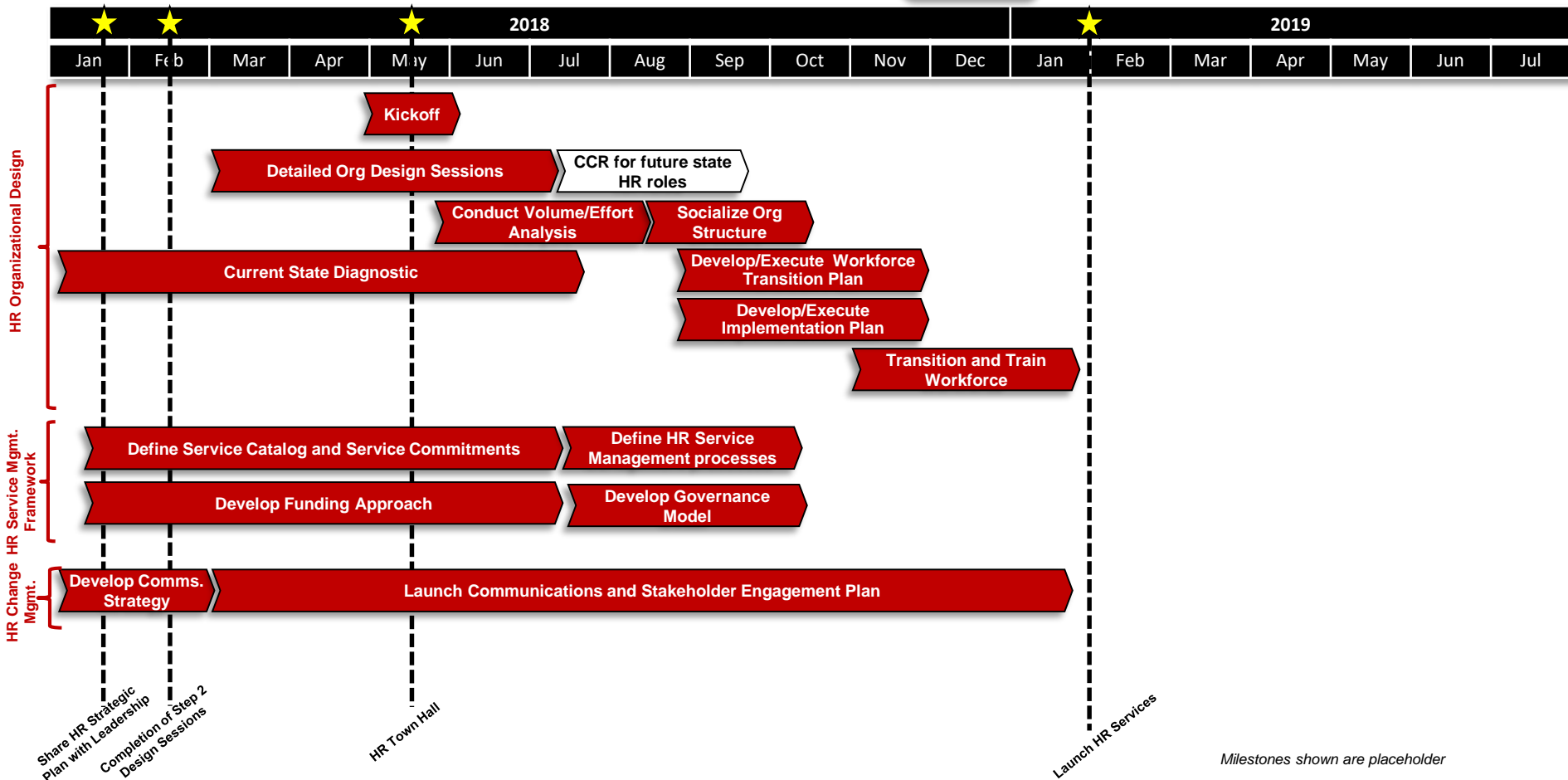
The future HR Service Delivery model will enable:

- A unified HR organization with one consolidated HR Service Center
- Operational efficacy
- A positive employee experience
- **Modernized technology and systems to drive efficiency throughout our business processes, inclusive of those listed**



HR Service
Delivery

HRSD Detailed Schedule*



*Subject to change pending updates
to Workday timeline



Talent Management

Goal: Attract, engage and retain a dynamic and diverse workforce – securing the right talent, developing the best performers and ensuring a positive experience for everyone.

Objective	Action Steps	Vision for Success
Attract high quality candidates	<ul style="list-style-type: none">• Develop diverse talent pipelines• Define talent based on skills and competencies	Decrease in job offer decline rate Increase in hiring process satisfaction and awareness of Ohio State as employer
Increase employee engagement	<ul style="list-style-type: none">• Create exceptional experiences enabled by technology and services	Consistent completion of performance reviews Reduced first year voluntary termination
Retain and develop high performers	<ul style="list-style-type: none">• Foster internal and external worker mobility in an adaptive and empowered culture	Higher retention Speed to competency Attainment of critical skills
Proactively plan for the workplace needs of the future	<ul style="list-style-type: none">• Strategic planning to anticipate the capability and capacity to deliver organizational needs	Forecasts of critical competencies for each business unit Succession planning

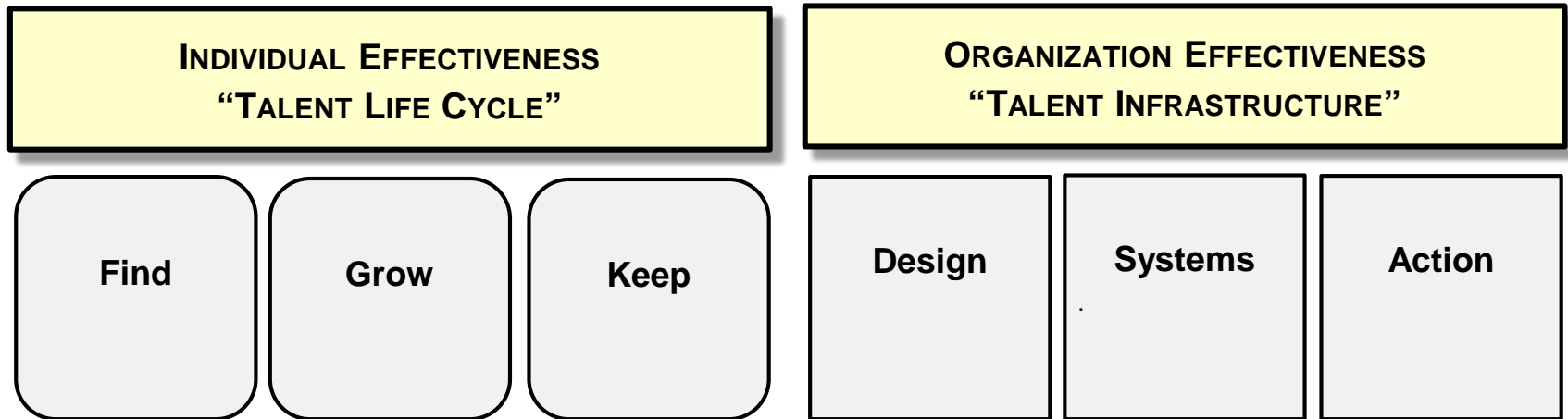


Talent Management Action Steps





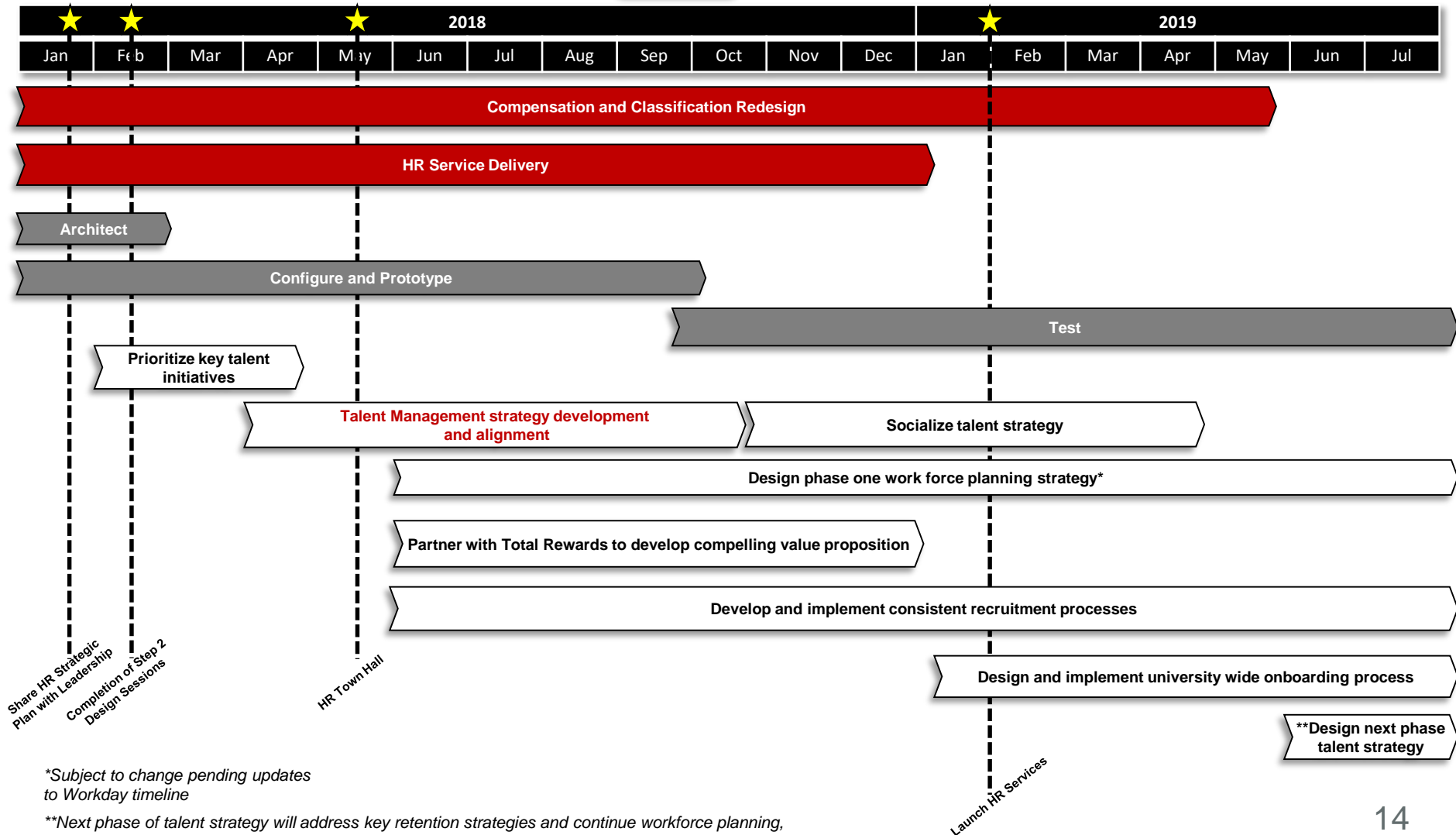
Talent Management Design (Concept)





Talent Management

Talent Management Detailed Schedule*





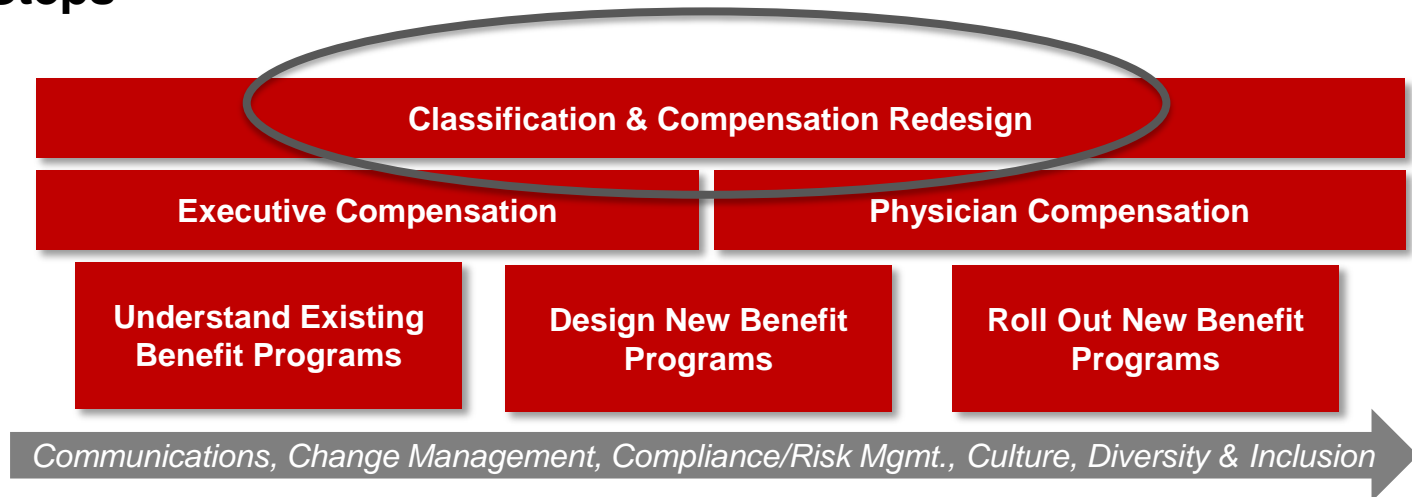
Total Rewards

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

Objective	Action Steps	Vision for Success
Establish a consistent and comprehensive pay structure and job family model	<ul style="list-style-type: none">• Refine job descriptions/titles• Define job families and mapping of existing employees	Ensure equitable and consistent compensation practices across the Ohio State community via a modernized structure
Maximize automated business processes within the Workday tool	<ul style="list-style-type: none">• Draft/finalize future state salary structures• Align existing jobs to job families and profiles	Fully leverage the capability of Workday aligned with redesigned practices
Increase competitiveness of Ohio State as an employer	<ul style="list-style-type: none">• Define career paths and promote the value proposition of employment at OSU	Be, and be seen as, an Employer of Choice



Total Rewards Action Steps





University-Wide Landscape

CCR Project Scope:

Modernize classification structure
Implement market-based compensation.
Update policy/process
Define career paths
OCM for staff/supervisors

Year 1 ('18) – Year 3 ('20)

Job Analysis & Redesign (Underway)

Staff Mapping for Redesigned Jobs

Organizational Change Management Activities

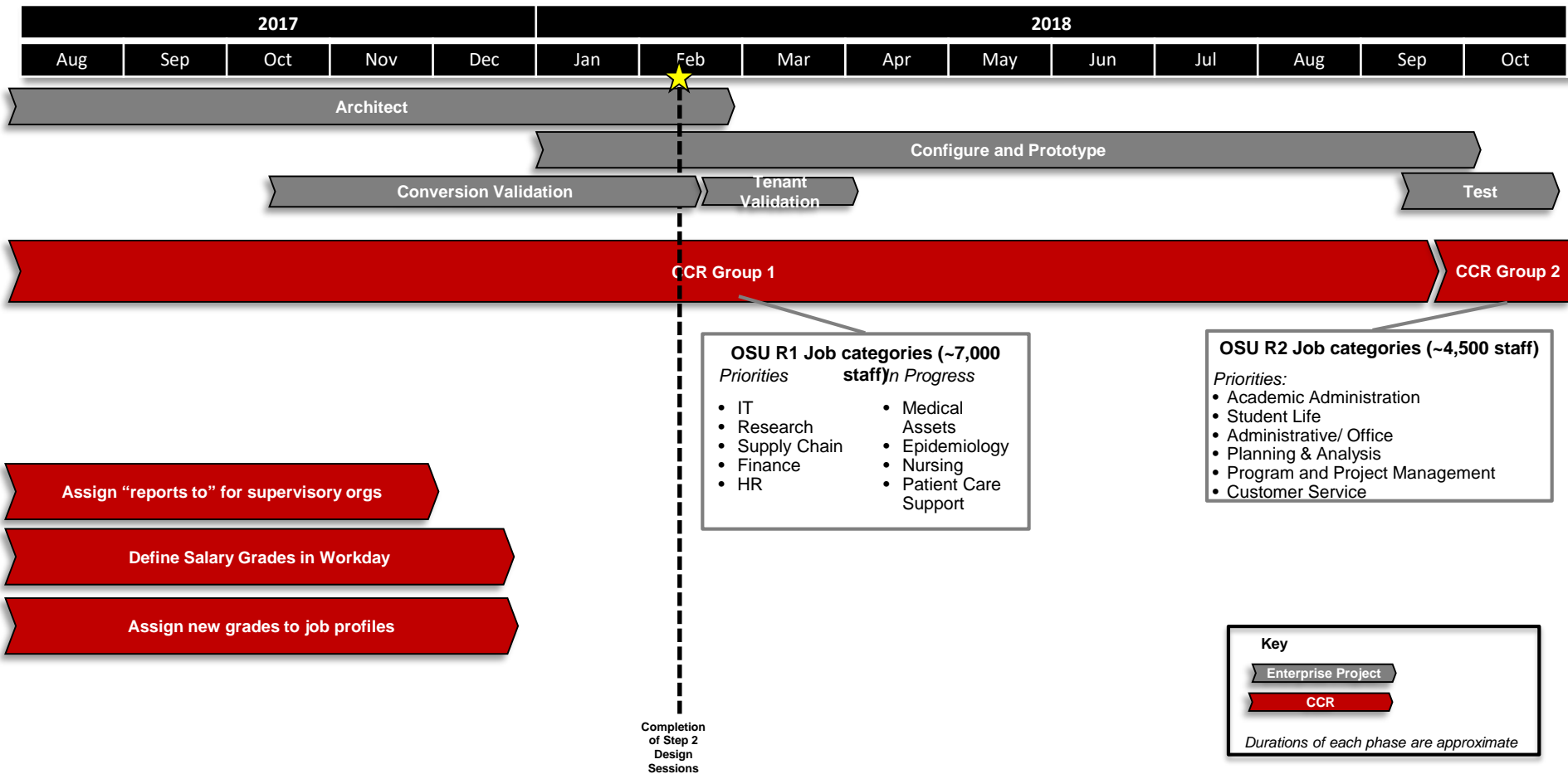
CCR Future State:

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



CCR

CCR Detailed Schedule*

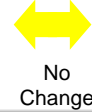


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HR STRATEGIC PLAN EXECUTIVE SCORECARD

ILLUSTRATIVE DRAFT
FOR REVIEW ONLY



TOTAL REWARDS

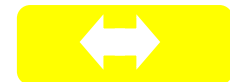


Cost of Health and Retirement Benefits	
Classification & Compensation Completion	
Cost of Well-being programs	

Comments:



COST MANAGEMENT



Staffing Efficiency Ratio	
HR Expense Ratio	

Comments:



TALENT MANAGEMENT



Employee Experience, Engagement, and Employer Brand	
Manager, Employee and Applicant Satisfaction	
Professional and Leadership Development	

Comments:



OPERATIONAL EFFICACY



Rate of Self-Service Participation	
Transactional Efficacy	
Service Commitment	

Comments:

- Meets or Exceeds Goal
- Caution
- Below Goal - Action Needed
- Data Pending



Next Steps:

- Integrate HR Strategic Plan working with the Chief Strategy Officer to more closely align with University Time & Change Strategic Plan
- Develop metrics/scorecard specific to HR in alignment with University Time & Change Strategic Plan
- Focus on the design of a comprehensive organization change management strategy, inclusive of communication and training
- Continue to engage key stakeholders, inclusive of board members, to champion advancement and full implementation of HR Strategic Plan



THE OHIO STATE UNIVERSITY

HUMAN RESOURCES



*Delivering HR Excellence.
Inspiring People.
Leading Change.*



THE OHIO STATE
UNIVERSITY

PERSONNEL ACTIONS

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the personnel budget records of the university since the April 6, 2018, meeting of the board, including the following appointments:

Reappointment

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