OHR Compensation

The Office of Human Resources’ Compensation team provides consultation services regarding interpretation and use of market data, planning for use of budgeted dollars, compensation program design and assistance with salary/equity studies.
Compensation Philosophy

The Ohio State University believes that competitive total rewards are a key element in recruiting, retaining and rewarding the staff needed to fulfill the university’s mission. Our goal is to include competitive salaries as a component of a competitive total rewards framework by using systems and programs that are clearly communicated to staff and easily administered by managers. Total rewards will be administered equitably and consistently across the university. In order to fulfill its mission, The Ohio State University must attract, motivate and retain an outstanding staff.
Agenda for today

- Job Evaluation
- Market Pricing
- Guiding Principals
- Target Range
- Considerations and Cautions
- Classification and Compensation Redesign
- Questions
Job Evaluation

External
- Market Based
- External market data to determine the relative value of a job

Internal
- Classification
- Internal worth of a job
- This is not market data
Market Pricing

External salary survey data is analyzed to establish the worth of the job

- Most common method of valuing jobs
- Jobs are matched to survey jobs based on descriptions
- Surveys are broken down into different “scopes” or cuts of data: revenue size, company size, geography, etc. Selected scopes reflect the target hiring pool as much as possible
Guiding principles

- 70% job duties match
  - Benchmark vs. Non-Benchmark job
- Multiple matches
- Survey Scope
  - National, Regional, Local
  - Industry
  - Revenue
- Median vs. Average
- Leveling
  - Individual Contributor vs Management
Target Range

Market Data

• Target the Median (50th Percentile)

Internal Data

• Position Classification
  • Similar working titles
  • Similar duties that align with the specification
  • Salary range within Unit/College and across the University

Policy 3.10: Salary Administration & Classification

• Established prior to posting
• Spread of $3,000 to $8,000
• Unit/College flexibility of +/-15% of target range; greater than that requires Comp approval
Considerations and Cautions

Duties
Scope
Hierarchy
Degree

Experience

Inflated Management level
Position FLSA vs. Classification
Title Matches

CAUTION
Working towards…

Classification & Compensation Redesign
## Classification & Compensation Redesign

<table>
<thead>
<tr>
<th>Job Function</th>
<th>Information Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generalized functional group of similar jobs</td>
<td>Information Technology</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Family</th>
<th>Applications Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group of jobs having the same nature of work but requiring different levels of skill, effort, or responsibility</td>
<td>Applications Development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job</th>
<th>Sr. Application Developer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collection of tasks, duties, and responsibilities assigned to one or more individual whose work is the same nature and level</td>
<td>Sr. Application Developer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position</th>
<th>Sr. SQL Developer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work assignment of an individual employee</td>
<td>Sr. SQL Developer</td>
</tr>
</tbody>
</table>
Classification & Compensation Redesign

- Job Titles
  - *Specific to the role and responsibilities rather than broad classifications*
- 5 digit job codes
  - *New structure to show career progression*
  - *Peoplesoft Job Code Table: Fx, Family, Level, (reporting)*
- Salary Structure
  - *Grades*
  - *Established Ranges that will be enforced*
- Leveling / Management structure
Classification & Compensation Redesign

Salary Structure

- Salary ranges based on market data that offer competitive ranges of pay for job groupings

- Each range will have a minimum, midpoint, and maximum

<table>
<thead>
<tr>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bottom value the market will bear for assigned positions.</td>
<td>Represents the competitive market value for assigned jobs.</td>
<td>Top value that the market will bear for assigned positions.</td>
</tr>
<tr>
<td>Staff will NOT be hired below the minimum of the range.</td>
<td>Established as an estimate of the market based on the market median (50th percentile).</td>
<td>Staff will NOT be hired above the maximum of the range.</td>
</tr>
</tbody>
</table>
OHR Talent

Talent Acquisition, located in the Office of Human Resources, offers a wide range of services to college and unit partners. These services vary in their level of support and extensiveness. We can provide leadership over an entire search or consult during one phase of the process.
Talent Philosophy

Our goal is to help colleges and business units deliver the university’s talent acquisition strategy through partnership and consultation. Our services are a free resource offered through OHR to the university community.
Agenda for today

- Introduction
- Services
- Performance Profiles
- Advertising
- Screening tools
- Website
Jillian Fair

- Posts jobs for CFAES, Social Work, and Regional Campuses
- Recruits for The Office of Human Resources and various departments across campus as requested
- Assists University users and applicants on the University applicant tracking system, PeopleAdmin
Amanda Pflug

- Posts jobs for OAA and all supporting units, Student Life, Business & Finance and all supporting units, Nursing, Dentistry, Education & Human Ecology, University Advancement, Veterinary Medicine, Optometry, Pharmacy, Public Health, Administration and Planning, Arts and Sciences, Engineering, Athletics, Communications, and Fisher College of Business
- Assists University users and applicants on the University applicant tracking system, PeopleAdmin
- Coordinates external advertising
- Manages reemployment of retiree approval process
- Logistics coordination for mid to executive level positions
Services offered by Talent Acquisition

- Position descriptions
- Posting
- Advertising positions
- Intake meetings with hiring leaders / search committees
- Sourcing candidates
- Screening candidates
- Candidate presentations
- Interview Guides / Executive Booklets
- Candidate Care
- Reference Checks
- Offer Letters
- Disposition Candidates
- Relocation
- Onboard
- Stay interview / 30-60-90 day check ins
Performance Profiles

A performance profile is a helpful recruiting tool that makes the position more appealing to candidates and typically matches external advertisements.

- Department information
- Position overview
- Team structure
- Work environment

Tips: Always spell out acronyms; Character limit for performance profiles is 3900 (approx. 1 ½ page word document)
Examples

http://www.jobsatosu.com/postings/70127 - performance profile
http://www.jobsatosu.com/postings/70237 - standard posting
Organization

The Integrated Absence Management and Vocational Services (IAMVS) team in the Office of Human Resources maintains and improves the productivity and quality of life of Ohio State employees with occupational and non-occupational injuries and illnesses through effective disability case management and risk management. As a top employer, Ohio State leads other public and private entities in offering transitional work as a benefit to employees.

Services offered by IAMVS include:

- Family and Medical Leave administration
- Consultation regarding disability benefits, including
  - workers’ compensation
  - short-term disability
  - long-term disability
  - OPERS/STRS disability retirement
- Workplace accommodations, including coordination of return-to-work and remain-at-work
- Onsite physical therapy and ergonomic assessments
- Job search assistance for employees whose medical conditions prevent them from returning to their original occupation
- Referrals to university resources

Position Overview

Under the direction of the Director of Integrated Absence Management and Vocational Services (IAMVS), the Leave Administrator serves as a subject matter expert responsible for the daily administration of Family and Medical Leave (FML) in compliance with university policies, and federal/state regulations related, but not limited to: Family and Medical Leave Act (FMLA), Americans with Disability Act and Amendments Act (ADAAA), and the Health Insurance Portability and Accountability Act (HIPAA). This position keeps current on FML, ADAAA, and HIPAA industry trends and legislative changes; provides support and consultation to employees, university Human Resource Professionals (HRP) and/or managers regarding FML; responsible for following Employer Responsibilities in accordance with university policy and state/federal regulations; ensures proper and timely communication to employees and managers regarding status of leave while maintaining proper documentation in accordance with federal/state and university leave policies; collaborates with university HRPs and managers to resolve issues, and communicates resolutions to appropriate individuals; responsible for maintaining and managing FML event requests by entering data into designated FMLA tracking module(s); creates, generates, reviews and maintains reports; collaborates with applicable individuals within the Office of Human Resources and university departments to appropriately manage FML cases; possesses strong working knowledge of the university’s leave policies and associated programs. The position responsibilities outlined above are in no way to be construed as all encompassing. Other duties, responsibilities, and qualifications may be required and/or assigned as necessary.
External Advertising

• Vendors: Polaris & Jobelephant, the Dispatch, and HRACO

• Process: Complete this form and email to Amanda Pflug
  https://hr.osu.edu/private/talent/position-advertisement-request-form.pdf

• Payment: submit an eRequest for payment to the Office of Human
  Resources as soon as an advertisement quote has been approved for
  placement. The job opening (requisition) number, position title,
  department, advertising publications, total amount, and vendor should
  all be included in these requests. http://erequest.osu.edu/ * Your
  eRequest should be an 'Internal Order' to OHR (select "OHR
  Employment Ads"). For fiscal questions, please contact Jennifer
  Rutherford (rutherford.35@osu.edu).
Supplemental Questions

• Questions are always created that relate to education, experience and certifications/licensure
• Questions will not be created that relate to ability, knowledge or skill as they cannot be quantified by years of experience
• Required qualifications will be disqualifying
• Desired qualifications will not be disqualifying
• Experience = 1 year
  Significant experience = 2 years
  Considerable experience = 3 years
  Extensive experience = 5 years
Supplemental Question scoring tool

Bachelor’s/Equivalent – score must total at least 100

Master’s/Equivalent – score must total at least 100
Our new website

If you haven’t already, please take a moment to review OHR’s updated website. It offers a comprehensive list of our services and a tool kit for all phases of the recruitment process

https://hr.osu.edu/services/talent-acquisition/
Talent Acquisition, located in the Office of Human Resources, provides consulting services that promote, reinforce, and deliver the university’s talent acquisition strategy by partnering with colleges and VP units to navigate through established hiring processes. This is a free resource offered through OHR to the university community. Services offered through Talent Acquisition include:

| Position descriptions | • Provide consistency with University branding by providing formatted (standardized) templates  
| | • Assist with the development of position descriptions – defining the organization, creating engaging content around the department and position environment, creating descriptive content around established job duties and aligning competencies and skill sets to the essential functions to the job  
| | • Work with Compensation to benchmark and price positions  
| Posting | • Review and approve job openings in PeopleSoft  
| | • Help troubleshoot technical problems in job openings  
| | • Consistently edit and post positions in PeopleAdmin  
| | • Advise units based on the university’s posting policies  
| | • Advise and audit units on CCS recruitment policies  
| Advertising positions | • Facilitate the placement of external ads through agency  
| | • Retrieve approved eRequests from units to recoup advertising costs  
| | • Liaison for all inquiries between hiring units and the advertising agency  
| Intake meetings with hiring leaders / search committees | • Conduct informational meetings with stakeholders – hiring leaders, HR partners and key partners to the position to learn about the skills, knowledge and abilities needed for a candidate to be successful in the role  
| | • Environment analysis – reporting structure, candidate attributes, leadership styles and internal/external partners this position would engage  
| | • Outline (define) recruitment strategy and overall hiring timeline  
| | • Define interview process – who would be involved, where interviews will be located, etc  
| | • Identify networks and/or associations and other recruiting resources to identify and engage qualified talent  
| Sourcing candidates | • On-site research recruiter available to identify and engage passive candidates  
| | • Utilize various methods to identify passive candidates  
| | • Connect with passive candidates, sharing information about the opportunity and general information regarding employment at the university to engage them in the search process  
| | • Answer questions and identify potential obstacles that may prevent a candidate from accepting a position if selected  
| Screening candidates | • Review resumes and application materials to verify alignment of skills and experience with the objectives of the role  
| | • Conduct initial phone interviews with candidates to confirm interest, explain the role and environment, answer questions related to working at OSU and identifying compensation expectations. |
| Candidate presentations | • Provide candidate summary to hiring leaders / search committee members  
|                       | • Make recommendations based on information obtained during phone screen |
| Interview Guides / Executive Booklets | • Create position-specific interview guides based on competencies and soft skills required or desired for the role  
|                       | • Provides consistent methods of evaluation  
|                       | • Ability to create multiple versions for interview panels |
| Candidate Care | • Campus visit coordination – work with support staff to organize availabilities  
|                       | • Scheduling interviews – travel, hotel, transporting candidate, etc  
|                       | • Provide updates throughout search process – maintain communication with candidates |
| Reference Checks | • Conduct reference checks on identified final candidates  
|                       | • Provides consistency with candidate evaluation |
| Offer Letters | • Provide support to HR partners and hiring teams in drafting letters of offer to candidates  
|                       | • Conduct verbal conversations addressing concerns or questions  
|                       | • Confirm details involving start dates, reimbursements, relocation, benefits information, compensation negotiation and provide information regarding next steps / onboarding |
| Disposition Candidates | • Contacting candidates that were not selected to move forward in the process, providing feedback if warranted  
|                       | • Dispositioning candidates in the applicant tracking system and close out job opening  
|                       | • Share talent |
| Relocation | • Provide consultation on the university’s relocation policy  
|                       | • Collaborate with hiring units regarding reimbursements  
|                       | • Provide recommendations on vendors and other relocation services |
| Onboard | • Collaborate with hiring unit to ensure smooth transition  
|                       | • Provide consultation on new hire best practices |
| Stay interview / 30-60-90 day check ins | • Conduct electronic new hire survey  
|                       | • Touch base with candidates on a 30-60-90 day basis |
Job Posting FAQ’s

Q1: Is it necessary to create a new job opening in PeopleSoft if I want to re-post a job that was recently posted?
A: No, your TA Coordinator can repost the job if it has been posted within 6 months as long as the posting has not already been dispositioned as “Filled”. *(Best practice is to proceed with dispositioning candidates that are no longer being considered, and leaving those who are as “active”)*

Q2: How do I extend a job posting that is currently on the career website?
A: Email your TA Coordinator with the job opening # and the new end date.

Q3: Can I have the salary range updated in PeopleAdmin while it is posted?
A: If you are increasing the salary range, you should update the position in PeopleSoft and email your TA Coordinator to update the posting. If you are decreasing the salary, please contact your TA Coordinator and Compensation consultant. *(Best practice is to have the salary range finalized before posting)*

Q4: Can I update required/desired qualifications while the job is posted?
A: Situations should be handled on a case by case basis with your TA Consultant to ensure proper dispositioning of current applicants and that the position is updated accordingly. *(Best practice is to have all qualifications finalized before the position is posted)*

Q5: Can I hire more than one person from my job posting?
A: Yes, as long as the posting indicated the number of available positions you want to hire. If it didn’t during the original posting period, you can immediately repost the job opening for a minimum of 7 days and then hire the additional vacancy(s).

Q6: I have an applicant that applied to Program Coordinator posting 415111, but I want to hire them for the Program Coordinator posting 415121, can you move their application?
A: No, the candidate must complete an application for the specific job they are being hired for. Candidates certify every application they submit which makes it a legal, binding document.

Q7: How do I indicate if I want a position posted longer than 1 week?
A: The posting range can be added in PeopleSoft in the “Job Posting Details” tab. If the job opening has already been approved, you may email your TA Coordinator with the job opening # to request the extension. Jobs are posted Saturday through Sunday.
Q8: How do I view applicants who have been disqualified?
A: Within the job posting in PeopleAdmin, select the “Applicants” tab – click “more search options” – highlight “Inactive” – click search.

Q9: If I want to consider a candidate who has been disqualified, what guidelines should be followed?
A: First, if it is a CCS or CWA position, you cannot consider anyone who does not meet all required qualifications. If the position is not CCS or CWA, you may consider someone who was disqualified, but you must also consider everyone else who was disqualified for the same reason. (Best practice is to consider all active applicants before anyone who is inactive)

Q10: Can I repost a job that has resulted in a “Failed search”?
A: Yes, you should disposition all of the candidates without marking the job as “filled”, then email your TA coordinator with the job opening # and new posting dates.

Q11: How do I properly “cancel” a job posting?
A: Disposition all candidates as “Posting Cancelled” and transition the posting to “Cancelled” status.

Q12: Do temporary positions that will not be posted on the career website need to have a job opening in PeopleSoft?
A: Yes, the job opening in PeopleSoft is what generates the application within PeopleAdmin. You will need to notify your TA Coordinator that this should be a link and not a posting. The exception to creating a job opening is a bulk “Generic temporary” application which is utilized by some of the larger units.

Q13: When is it appropriate to pound for an internal employee?
A: Only pound for internal employees when they are working in Full time-Regular status within the org/dept. of the job that they are being considered. Situations outside of this should be handled on a case by case basis with your TA Coordinator.

Q14: I would like to consider someone who did not apply to the job while it was posted on the website, do I need to repost?
A: No, email your TA Coordinator and they will send a “Late Application link” to the person of interest. Include the job opening # and the candidate’s name and email.