USAC Annual Report

Introduction

Each year, the Staff Compensation and Benefits Subcommittee (SCBS) of the University Staff Advisory Committee (USAC) prepares a report detailing activities conducted to solicit feedback from Staff regarding their employee experience at The Ohio State University.

Consistent themes remain of university-wide interest or concern among Ohio State Staff members based on feedback provided by Staff from 2011-2014. These areas include:

- Professional Development
- Rewards and Recognition
- Work/Life Balance
- Communication and Transparency
- University Support Systems
- Staff Retention

Methods

In 2014-15, SCBS obtained information of best practices through benchmarking against Ohio State peers and aspirants in key areas. In addition, SCBS reached out to several university offices to gain a better understanding of available services and continued to reach out to Staff for input from their perspective in these key areas.

SCBS members held meetings with Staff in the following university programs/offices:

- The Office of Human Resources (Learning and Development, Special Events)
- Employee Assistance Program
• Office of Public Safety
• Employee Assistance Program
• Wexner Medical Center
• Ohio State University Police Department
• Office of Distance Education and eLearning

In addition, SCBS administered online surveys to gather information about Staff experiences in the following areas:

• Flexible Work Policy and Tuition Benefit
• Reward and Recognition
• University Assistance Programs

Finally, SBSC presented a series of USAC “Roadshows” to make Staff more aware of services provided by USAC.

This report includes a summary of our findings and recommendations for addressing Staff issues/concerns outlined above.
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Executive Summary


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2015 USAC Recommendations

Communication and Transparency

- USAC/President Quarterly Meetings
- OSU Staff/Leadership Townhall Meetings

Professional Development

- Increase Development Grant Funding
- Catalogue internal OSU content for LMS

University Support and Assistance Programs

- Establish Permanent Funding Model for EAP

Work/Life Balance

- Update Flex Schedule Policy to Include Cause for Denial
- Adjust Course Scheduling Paradigm

Rewards and Recognition

- Convene University Task Force to Present Recommendations by June 1, 2016

Quality Retention

- University Financial Support for Class and Comp
Communication and Transparency

Communication and transparency continue to be key concerns for Staff across campus. Current feedback indicates Staff is not well informed about certain programs and benefits. Staff has identified several areas for improvement relative to communications including consistency, method of delivery, and opportunities to correspond directly with senior leadership.

Involvement

Staff continues to look for more of a voice in decision making at all levels of the organization. The CampusParc lease deal is a recent example of lack of involvement of faculty, Staff, and students in a university decision-making process. Staff lives with the ultimate outcome without the opportunity to contribute to the process. There is a lot of sentiment that the Comprehensive Energy Management Plan would present a good opportunity to engage Staff.

Visibility and Transparency

We are increasing our efforts to use available electronic mediums to share the goals, mission and activities of USAC. We have improved the USAC Facebook page, set up a USAC twitter account and are now posting all USAC committee meeting minuets to our web site. Further platforms are being discussed as we look for every opportunity to connect with the Staff we serve.

Road Shows

We instituted a series of road shows in order to familiarize Staff with USAC and some of the initiatives we support.

In our inaugural effort we presented to the OSU Administrative & Professional group, WOSU, Enrollment Services, Office of the Treasurer, Office of the Bursar, Office of Risk Management and Office of Information Technology.

The presentations were well received and feedback suggests these should be continued and expanded as we move forward. We took the opportunity to highlight the Staff Career Development Grants and encouraged those in attendance to apply.
Access

Town Hall meetings were used as a way for faculty and staff to be able to engage the president and senior leaders. These forums can be an opportunity for President Drake to communicate his agenda while showing the faculty and staff that he is interested in them and their feedback.

It is essential to keep all Staff, regardless of rank or work location, informed on university policies, procedures, and important news.

Recommendation Detail regarding Communications and Transparency

- Meet with President quarterly and any other senior leaders as often as possible.
- Continue to include faculty and staff in the decision making processes of the Comprehensive Energy Management Plan. Be more proactively transparent about details of the plan as they unfold.
- Reinstitute Town Hall meetings with a goal of having three such meetings annually.

USAC’s planned efforts regarding Communication and Transparency

- Continue to conduct surveys at scheduled events. This data will help us shape our agenda as we uncover desires and concerns of the Staff.

- Increase visibility and accessibility of USAC to Staff. These efforts will include increased efforts with Facebook and Twitter, updating and refining of the USAC web site, and a continuation of roadshows where we meet individually with departments or groups to educate them about USAC and current initiatives we are pursuing and determine new areas of inquiry.
Professional Development

The culture survey results indicate an improvement in Staff perceptions of professional development opportunities, but the raw data indicates only 57.4% of Staff members feel they get adequate access to professional development opportunities.¹ Further culture survey results indicate a distinct need for professional development opportunities for Staff at the university as the “Growth” section was the lowest overall measure of job satisfaction. For the purposes of this report, professional development is defined as development opportunities that enhance job performance and provide skills making the individual better suited for promotion and to add value to their unit or department; it does not include training opportunities required for employment or certification necessary to maintain one’s current position (e.g. continuing education credits required for licensure).

Manager and Staff Development Grants

Manager development grants and Staff development grants have been incredibly successful for the past 12 years. The previous two years had the greatest impact since investment in support increased by more than ten times prior years; which ran near $11 K to $14K. USAC conducted random surveys at the Rally for Wellness on August 19, 2014 and the Staff Pep Rally on August 6, 2014 to gauge awareness of the grant programs. Of the nearly 500 people surveyed across both events, only 50% of Staff (226 of 441 surveyed) is aware of the Staff and Manager Development grant program.²

While the awareness of the grants is comparable to the Culture Survey response rate, the distribution of both the Manager and Staff Development Grants is nearing maximum capacity.

² CITE: survey results
In contrast, Staff Development Grants are becoming increasingly competitive. In the most recent application cycle, only 40 individuals and 9 groups totaling 107 impacted Staff members received funding. Programs included travel and expenses for conferences or annual meetings, certifications and memberships, subscriptions to Lynda.com, and other educational expenses. While the grants significantly impact the staff that receive them, these recipients total less than 1% of the staff population. There is some concern that Units perceive this rate to be much higher, and my potentially decrease their staff development budgets as a result of this misperception.
Benchmarking – Aspirational Institutions

USAC members surveyed several peer and aspirational institutions. Two benchmark institutions, The University of Notre Dame and the University of Michigan at Ann Arbor, were recently named on the Chronicle of Higher Education’s “Best Colleges to work for.” Not surprisingly, these institutions have similar professional development programs: independent budgets of nearly $1 million, Staff of at least five people to run the program, and a diverse set of over 120 courses both online and in person. Both of these institutions have areas of focus, similar to majors for undergraduate degrees, and both have learning tracks through which the employee progresses. Both institutions have key success metrics that drive future course offerings. There is free and open access to third party vendors like Lynda.com in addition to the in-house courses.⁴

WHERE WE WANT TO BE: U-M LEADERSHIP DEVELOPMENT PROGRAM MAP

This map represents HRD’s formal leadership development programs and their alignment to other major program opportunities available to all or some U-M staff and faculty.

<table>
<thead>
<tr>
<th>Individual Contributor</th>
<th>Supervisor/Team Leader</th>
<th>Manager/Assistant Director</th>
<th>Senior Director/Director</th>
<th>VP/Dean/AVP Executive Director</th>
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<tbody>
<tr>
<td>HRD Leadership Development Conferences and Special Events</td>
<td>HRD Supervisory Essentials: U-M Policies and Compliance</td>
<td>B&amp;F Leadership Academy</td>
<td>CEW Advanced Leadership Skills</td>
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<tr>
<td>HRD Peer Leadership: Getting Results without Authority</td>
<td>HRD Foundations of Supervision I: Maximizing Performance</td>
<td>Health System Masters Program</td>
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<td>HRD Foundations of Supervision II: Leading Others Successfully</td>
<td>UM-Flint LEAD</td>
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<td>Plant Academy Facilities Management Series</td>
<td>RSB Executive Education Leading Teams</td>
<td>RSB Executive Education Management of Mers</td>
<td>RSB Executive Education Positive Leadership</td>
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<td>Health System Foundations of Successful Leadership</td>
<td>RSB Executive Education Emerging Leaders</td>
<td>RSB Executive Education Business Acumen</td>
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<td>Student Affairs Emerging Leaders Program</td>
<td>Health System Leaders at All Levels</td>
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⁴ http://hrd.umich.edu/wp-content/uploads/2013/06/Slide11.jpg
The road map to achieve this level of success is mixed. Both Notre Dame and Michigan create some courses in house, but a majority are built by external vendors. The instructor or facilitator is also mixed between internal and external subject matter experts. Notre Dame does not charge for courses but will charge a $100 “no show” fee. The University of Michigan charges $179 per Staff member per course. Both institutions attribute the success of their programs to the support and commitment from university administration, acknowledging that they “could not ask for more from the administration or the managers that allow their employees to come to training.”

**Benchmarking – Comparable Institutions**

In addition to these institutions, we also interviewed HR staff at the University of Cincinnati to identify potential trends in Ohio institutions as well as Rutgers University because of the multitude of campuses and size that is similar to issues faced by Ohio State. Both UC and Rutgers had smaller programs that were still being developed. They had no separate budget from the general HR budget and small Staff. They rely heavily on in house built courses and instructors and both offer all courses free of charge. Both UC and Rutgers are in the process of developing learning tracks and series based on trends and course popularity. The President of the University of Cincinnati has declared an initiative for Staff and faculty development.\(^5\)

**Lynda.com**

Currently, OSU does not have a site license while nearly every other Big Ten and comparable university does own a site license. Anyone wishing to utilize Lynda.com must either pay for access (which some do through Staff development grants) or sign up for the waiting list at the Digital Unions. Currently, the university has 58 licenses for Lynda.com at an annual cost of $13,050. In 2014, they averaged 90 users, viewing 109 distinct courses or 139 hours of video monthly. The average viewer watched 0.1 hours of video per login, which means utilization is in short bursts rather than extended sessions. The top five courses in 2014 by total views were:

1. Access 2010 Essential Training (653 total views, 30.21 hours viewed)
2. iBooks Author Essential Training (444 total views, 30.89 hours viewed)
3. Drupal 7 Essential Training (353 total views, 31.16 hours viewed)
4. Access 2013 Essential Training (332 total views, 19.21 hours viewed)
5. C/C++ Essential Training (314 total views, 29.85 hours viewed)

Recommendation Detail regarding Professional Development

1. Increase funding for the staff and manager grants. It is a leading, centrally funded source of financial resources for professional development opportunities for a significant portion of staff.

2. Purchase and promote additional licenses for Lynda.com for an interim solution until content is cataloged and available on BuckeyeLearn (LMS).

3. If a site license for Lynda.com is not possible, the university should centrally drive development of content for BuckeyeLearn (LMS) using internal educational resources so it is used to its full potential and remains economical for departments.
University Support and Assistance Programs

The Ohio State University Faculty’s satisfaction with Staff support improved 6.6% since 2008⁸; we must marry that increase to Staff satisfaction. This will allow our university to retain talented Staff and improve Ohio State’s ability to advance overall.

One way is to continue support of University Support and Assistance Programs. Staff is largely aware Support Programs exist, but programs are underutilized. Reasons for this are now unknown, but regardless we need to work with Leadership to increase access and availability. Most important, we must establish continuity for funding (Employee Emergency Fund and Staff/Manager Grants); easy ways to make a measurable impact on Staff.

USAC Staff Survey: University Support and Assistance Programs

USAC conducted a survey in Fall 2014 to determine Staff awareness and utility of university wide supported programs including Staff and Manager grants, the Employee Assistance Program (EAP) and OHR’s Employee & Labor Relations (ELR).

Staff seems largely aware of the EAP, and the majority of Staff are also aware of Staff and Manager Grants and the ELR. That said utilization of said programs is under capacity.

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⁸ 2014 Culture Survey, Office of Human Resources in partnership with IRP conducted a Culture Survey in 2014 to determine Staff perspective regarding several dimensions including Overall Staff Satisfaction, Leadership, Growth, Supervisor/Unit Head, Accountability, and Work Environment. https://oaa.osu.edu/irp/culturesurvey/culturesurvey_reports.php
Further, Staff comments express reluctance to seek assistance or share concerns regarding interactions with colleagues or supervisors. Staff fear reprisal especially since many units’ size prevents true anonymity. Staff also question bias when seeking counsel and advice within their unit.

USAC Meetings Robert Meier and Geoff Chatas

Robert Meier, Director, Employee Assistance Program was the Guest Speaker at the August 2014 USAC Business Meeting to discuss the program’s mission and available resources. Mr. Meier also informed USAC that the Employee Emergency Fund was in financial crisis and awards may not be possible soon since the fund would be depleted.

USAC followed up with Geoff Chatas regarding the current state of this fund. USAC Leadership collaborated with Geoff Chatas and his office to secure emergency funding to cover the deficit for the Employee Emergency fund for this year only, but also to develop a long-term solution.

Recommendation Detail

**Employee Emergency Fund:**

**Current State:** As a Current Use fund, all available funds are expended until the account is exhausted each year. This depends on availability of funds solely via employee donations. The maximum amount awarded to this point has been $500 per recipient.

**Ideal State:** Permanent and self-sustaining, so funds contributed are never exhausted and can last in perpetuity. The max amount awarded would be up to $1,000 per recipient.

**Proposal:** Create an Endowment fund. This fund would not distribute principal funds, only income generated off those funds. This would solve the issue of having a permanent source of funds and give the option for future growth.

**Solution:** Fund the account with $1M from the 999999 account; which houses undesignated and unrestricted funds from various gifting sources. The $1.3M available is at the disposal of the President or Provost, so no additional money is needed from operating funds.
This would produce $42.5K annually at the current 4.25% payout. This also creates a permanent fund to which employees can contribute through programs like Campus Campaign. This will help the pool of funds grow over time.

**Employee Assistance Program:**

**Current State:** EAP currently serves 1,500 – 2,000 customers per year though they have capacity to serve 5,000 – 10,000.

**Ideal State:** Since EAP pays a fixed cost to external partner; more clients would not pose any additional expense to the university.

**Proposal:** Create a communication and marketing plan to reach out to Staff to increase awareness and solicit donation to and utilization of the EAP.

**Solution:** Engage colleges and units in marketing services offered by ELR (i.e. conflict resolution, policy interpretation, performance management) and EAP (i.e. conflict resolution, stress management, anger management, grief counseling, marriage counseling) via meetings, websites, and during performance management.

**USAC’s Action Items (Ongoing/Planned Efforts)**

1. In collaboration with OHR, USAC continue to promote ELR and EAP resources through increased messaging via the USAC website, a communication blitz, and partnering with SAC’s to place EAP and ELR services on their department/college websites.

2. Revisit with Robert Meier to discover any increase in utilization of programs. Additionally, review current ELR Staffing and workload and additional Staffing and fiscal resources as necessary.

3. Continue and potentially increase communication between USAC, ELR and EAP by hosting biannual meetings.
Work/Life Balance

The university offers a rich benefits package and supports policies to help employees thrive at work and in their personal lives. USAC found potential for improvement in the Flexible Work Policy and Tuition Benefit, so a greater proportion of Staff can utilize these opportunities. USAC worked with OHR to develop a survey designed to capture Staff experiences with these policies and benefits to best understand the needs of the Staff. The survey was distributed through interdepartmental emails, OnCampus, and given at the Fall Pep Rally and during three USAC Road Shows. It generated 906 total responses representative of the university Staff that use their university email or attended the Pep Rally.

Flexible Work Schedule

According to the Office of Human Resources, “The University supports flexible work arrangements to achieve a highly productive work environment that enables faculty and Staff to balance work and personal needs, while providing workforce predictability and stability”.

The option to utilize a Flex Schedule really is a ‘gateway benefit’ that enables employees to access so many other benefits and perks of working at OSU and, without it, our total rewards package grows

OSU Staff members who utilize flexible work arrangements reported to USAC that this ability contributed to job satisfaction by enabling them to further their education, spend more time with family, participate in health and wellness activities, and satisfy personal obligations outside of work. Some Staff reported they were unaware of the flexible work arrangement and still others felt unjustly denied the opportunity to use a flexible work arrangement by their supervisors.

In the USAC survey mentioned above, 45% of staff surveyed indicated they utilize a flexible work arrangement. Such large participation shows the flexible work arrangement is popular, and utilized. However, 7% of the respondents indicated that they would like to utilize flexible work arrangements but their supervisors would not approve such arrangements, and 20% of the respondents reported being unaware of the possibility of flexible work arrangements.
Since the flexible work policy is popular and well-utilized, USAC suggests actions to increase awareness for flexible work and ensure supervisors follow university stated guiding principles regarding flexible work.

OHR Policy 6.12 requires supervisors to look for ways to implement flexible work arrangements, and suggests that the decision making process regarding approval of a flexible work arrangement should be transparent. Currently, providing reason and rationale for decisions regarding flexible work arrangement proposals is at the discretion of individual supervisors.

**Tuition Benefit**

HR Policy 2.35 notes “The Ohio State University is committed to recruiting and retaining world-class Staff. The university encourages Staff to pursue higher education to enrich their lives and to develop the highest quality workforce. To support individuals in their pursuit of higher education, the university allows Staff to enroll in university courses and/or degree-granting programs and provides tuition assistance for up to ten credit hours of coursework per academic term for courses taken at Ohio State.”

Staff members communicated to USAC their desire to engage in classes, and their frustration at barriers that prevent them. USAC evaluated the current use of the Tuition Benefit by reviewing previously conducted focus groups and the recent survey.

Review of the results and Staff comments indicate many people would like to take classes at OSU but are unable due to inflexible work schedules or personal commitments conflicting with the current class schedule. The Ohio State University’s land grant mission, in part, is to advance the well-being of the people of Ohio through the creation and dissemination of knowledge.

In order to allow more Staff to reap the benefits of an OSU education, USAC would recommend flexible work schedules be given greater consideration. We

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9. OHR Policy 6.12 (Flexible Work)
would also ask leadership revisit the current scheduling paradigm to schedule classes at times that may allow more working adults to enroll. USAC believes ways exist to engage more Staff in academic courses while remaining good stewards of University resources, and we ask to be included in this conversation with OSU leadership.

Moving forward, USAC hopes to partner with Provost Steinmetz to gain feedback from the student body to discover any mutual benefit in adjusting class schedules to include more offered later in the day. More options may enable Staff members to utilize this great employee benefit as well as allow students the flexibility they need to create their own school/life balance. Increasing access to flexible scheduling will also enable Staff to utilize this benefit to a greater extent.

**Recommendations Detail regarding Work/Life Balance**

**Flexible Work Policy**

- Review and reintroduce the Flexible Work Policy, so managers and Staff are clear on opportunities and expectations.
- Amend the Flexible Work Policy document to clarify supervisor/employee responsibilities:
  - List supervisor’s responsibilities when considering approval of a flexible work proposal.¹⁰
  - Require approving supervisor to indicate understanding of responsibilities.¹¹
  - Require approving supervisors provide business justification for flexible work denials

**Tuition Benefit**

- Conduct formal inquiry to students to determine late-day and online course need
- Adjust scheduling modules to offer courses later in the day or on weekends.
- Develop a strategy to make more programs available online, particularly general education programs

**Wellness**

- Maintain momentum in creating healthy work environments that encourage employees to make healthy choices

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¹⁰ *OHR Policy 6.12 (Flexible Work)*

¹¹ *OHR Policy 6.12 (Flexible Work)*
- Offer the Health Athlete course to any employee who requests to attend
- USAC will work with the Chief Wellness Officer to engage Staff to a greater extent in University wellness initiatives

**USAC’s Action Items (Ongoing/Planned Efforts)**

In the next year, USAC will partner with the Office of Human Resources to reintroduce the flex work policy to address the fact that nearly 20% of Staff survey respondents are not familiar with the policy.

USAC hopes the above actions will increase use of the flexible work policy and work-life balance thereby leading to greater job satisfaction among Staff.
Rewards and Recognition (R&R)

The lack of sufficient university-wide Rewards and Recognition programs has been a common concern among Ohio State Staff for many years. While university-sponsored Rewards and Recognition programs do exist, the combined programs only impact a small percentage of the total number of university Staff. Below is a breakdown which includes the current programs, the number of Staff participating in each program and average cost associated with the programs from 2010-2014 provided by the Ohio State Office of Human Resources – Special Events.

Central University Sponsored Rewards and Recognition Programs:

![Bar chart showing Staff Participation vs. Dollars Spent](chart.png)
Only 2,147 employees of Ohio State’s 26,000+ employees were participants or recipients of these programs in 2014. Staff also received 10,000 free Football tickets in 2014.

The total annual budget for all 2014 programs was $82,000. The data only reflects participation and attendance, but not how well-received the programs were by guests, faculty, and Staff.

**Wexner Medical Center Rewards and Recognition Program**

Programs above are available to both Medical Center and non-Medical Center Staff. However, the Medical Center also has an exclusive R&R program for Medical Center Staff. The BRAVO! Rewards and Recognition program is long-standing and has become an industry best practice.13

13 https://onesource.osumc.edu/corporatenews/Pages/HAVE-YOU-HEARD-BRAVO-IS-Now-BIGGER-AND-BETTER-.aspx
“Building a culture of recognition supports our medical center’s mission, vision and values. Recognition is critical to becoming a Workplace of Choice and a High Performance Organization”

-Guide to the NEW BRAVO!

“To create a workplace of choice and a high-performing organization, faculty and staff at Ohio State’s Wexner Medical Center must create a culture of engagement. Accordingly, the medical center has launched a new BRAVO program that will incorporate formal, informal and day-to-day recognition capabilities and social interactions to inspire enthusiastic performances from our teams.

The new BRAVO14, now available on OneSource, offers more ways to recognize employees who demonstrate our values and commitment to improving people’s lives by providing the safest and highest quality care and experience.”

The new Bravo R&R program boasts a saavy new on-line dashboard to track personal achievements and recognize colleagues as well as allowing manager’s to track employees’ R&R points.

Rewards and Recognition Survey

In addition to the university-wide and Medical Center Rewards and Recognition programs, some individual colleges and VP units have individual programs. USAC conducted an online survey made available through On Campus and the Hidden Benefits Fair to better understand the types of rewards and recognition programs Staff currently enjoy and would like to see.

There were 319 respondents—103 medical center staff, 205 non-medical center Staff and 11 were unclear or not sure.

Responses were quite varied, but what was definitive from the responses was Staff wants more R&R. The most statistically significant R&R employees would like to see at just over 33% was a one-time bonus. The next closest were University Gifts and Distinction Awards at 15% and 12% respectively. Staff were also asked to identify the least desired forms of R&R—25% selected time/lunch with Leadership, while nearly 18% selected Public Recognition.

**Recommendation Detail**

- Use the established BRAVO! program to expand rewards and recognition of Medical Center Staff to University Staff
- Conduct a complete review of all programs to assess cost effectiveness, etc. and reallocate budget to fund programs based on Staff demand

**USAC’s Action Items (Ongoing/Planned Efforts)**

- Communicate to staff the definition of a Reward vs. Recognition and survey them regarding most impactful possibilities
- Partner with Michele Bondurant and seat on her committee to develop new R&R program
- Expand the Bravo Program Universitywide
- Encourage Supervisors and Managers to provide non-monetary R&R on an on-going basis
Retention

In the competitive work market, regrettable loss of employees causes the University to lose skilled, knowledgeable Staff and increases recruitment costs and related Staff hours. Focusing on Onboarding Programs, Performance Management, and Class and Comp will positively influence retention rates.

USAC had identified an opportunity to develop a comprehensive strategy which has the potential to curb the loss of high quality staff members. OHR metrics survey against industry standards, but the current process tracks simple turnover rates without noting regrettable versus non-regrettable turnovers. In addition, current retention statistics do not relay factors or reasons for Staff resignations, which leaves OHR unable to evaluate the effect of any retention programs. Other factors must be taken into consideration to truly assess retention rates. We want to be sure we keep our top performers to retain the highest talent.

Onboarding

New Staff employees are provided a flood of information at hire but provided little guidance or assistance their first year of employment. Developing a consistent and comprehensive Onboarding process (beyond Orientation) would assist in promoting an environment of unity and cohesiveness, by giving staff the metrics for success in their positions, and the resources necessary to achieve that success.

Performance Management Programs

Currently, the University lacks and organizational performance management program, so it is left to units to determine the process’ consistency and structure. Developing themes across areas would allow a level of reliability absent by a lack of requirements in form, consistency and method. An organization performance management program would allow the university to to identify retention issues resulting from poor management, training, or development of employees. Performance processes creating two way communications, regular checks, and feedback engage employees to resolve issues that may go unseen. This engagement also promotes an environment of unity and cohesiveness between the University, the Unit, and the employee.
Class and Comp

OSU believes competitive total rewards are a key element in recruiting, retaining, and rewarding Staff critical to fulfilling the university’s mission. While Ohio State does offer a comprehensive total rewards package, one aspect of staff employment has the potential for greater clarity—namely, career pathing and advancement opportunities.

Through resources such as University Staff Advisory Council, OneVoice, and Staff surveys, Staff have reported a desire for a robust and transparent reward system, clear career paths and promotion opportunities. They also have reported job and pay structures which are perceived as inconsistently designed, poorly understood, and unevenly administered.

The Office of Human Resources is embarking on the Classification and Compensation Redesign project. Over the next several years, the University and The Ohio State University Wexner Medical Center human resources offices will partner with a global leader in HR and financial consulting to review and update Ohio State’s classification system, or the system used to define work responsibilities.

This project will create a new job family and salary structure that organizes positions and their pay ranges across Ohio State in a logical way, is applicable regardless of who does the work or where the work is done, is administered consistently, and rewards top performers for outstanding work. This ultimately will help Ohio State attract, recruit, and retain top talent.

Recommendations Detail

- Continued financial support of staff class and comp program
- Establish university-wide standard themes for the performance management programs including availability of 360 Feedback to units desiring to utilize them
- Establish a university-wide exit survey system to gather relevant data to assess and track regrettable turnovers.
USAC’s Action Items (Ongoing/Planned Efforts)

1. Conduct surveys to discern Staff understanding of current departmental onboarding programs at scheduled events, through departmental email, and other university venues. This data will help us work with OHR to shape recommendations and templates for the Onboarding Staff process.

2. Partner with OHR to develop some consistency tools across the university related to onboarding, offboarding, and performance management.

3. Work with OHR to develop feasible exit interview processes to obtain qualitative separation data to be used consistently across the university.

4. Promote the use of BuckeyeLearn (LMS) to enhance university onboarding process to:
   - Enhance the quality of employee's experience
   - Set leadership/manager expectations
   - Promote talent management and management training