

Issue 7
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Ohio University is committed to designing and implementing new compensation and rewards programs for Classified and Information Technology (IT) Staff that support the university's strategy more effectively and reward employee development and contributions. To ensure successful implementation, three additional projects were initiated: communication, performance management, and training.

We are committed to keeping you informed. This newsletter is designed to update you on the progress of the project. In addition, the project website www.ohiou.edu/comp is available for you to access current project details. Please take a moment to read this newsletter so you have a better understanding of the project and visit our website for additional information and updates.

How We Got Here

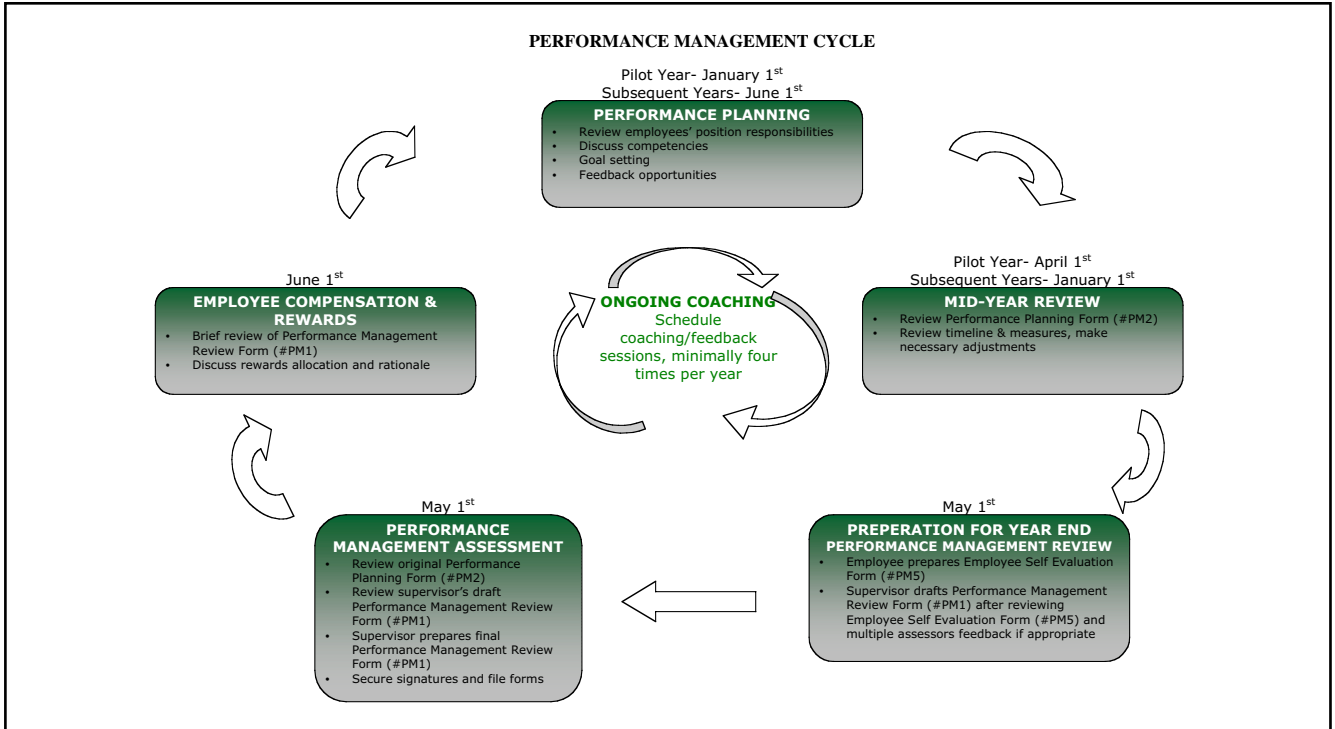
In September of 1999 Ohio University kicked-off a compensation project, *Aligning Rewards with Our Shared Vision*, for the purpose of developing new compensation plans for Classified and Information Technology employees.

After two years, the three-phase project resulted in a role-based, market-based pay system which was implemented on July 1, 2001. Three additional projects emerged that were key to the success of the compensation plan: Communication, Performance Management and Training. These projects became part of an integrated approach, *ohiouniversity@work*.

As the university strives to operate with more flexibility and efficiency, while competing for qualified staff, it is essential that employees strive for excellence in their job and continue to develop and expand skills. Supervisors and managers are responsible for providing opportunities to grow and learn. This is part of the shared accountability aspect of the program.

Performance Management Cycle

When the compensation program implemented in July focus shifted from compensation to the performance management program and training required to make it successful. The performance management process involves a continuous cycle. Supervisors are expected to initiate each step of the process using the following dates as a guideline. The pilot project for IT staff begins in January and the cycle for Classified staff is tentatively scheduled to begin in July.



Training

IT supervisors attended training last month. Training for IT staff is scheduled for January. These training session are mandatory. IT staff who have not yet registered will be required to do so. **This training is for IT staff only.** The training schedule for classified staff will be announced soon.

Questions?

Questions were added to the *Frequently Asked Questions* list on the project website on November 5, 2001. Questions have been grouped into three themes: Employee Perceptions of Supervisors, Performance Management and Salary and Budgets.

If you would like to submit a question, visit the project website at www.ohiou.edu/comp and click on *Contact Us*.

Screening Process

Following the implementation of the Classified and IT pay plan, the JIQ screening process resulted in 86 JIQ's being reviewed by UHR. Of the 86 reviewed JIQ's, 48 resulted in no change, 27 were upgraded and 11 were reclassified but had no change in pay grade. Some jobs had evolved or changed significantly since the Compensation Project's JIQ process in March of 2000 followed by the freeze on audit requests for the calendar year 2001.

In the Fall of 2001, employees had the opportunity to appeal their job classification directly to the State Personnel Board of Review (SPBR). Screenings and appeals resulting in reclassification and/or position upgrades were retroactive to July 1, 2001.

What's Next

The pilot project for IT staff began on January 1, 2002. Training for classified staff will take place prior to the scheduled implementation date.

Myths

Supervisors will not be held accountable.

The design of the performance management program includes seven elements of supervisor accountability.

- All supervisors are required to attend the performance management program training scheduled for December and January.
- They are also required to comply with all performance management processes.
- Employees have the option evaluating their supervisor.
- Employees may appeal their evaluation up the chain of command of their planning unit.
- The performance review form requires the signature of the supervisor's immediate supervisor.
- Planning Unit heads will receive notification regarding their employees' attendance at training classes.
- Planning Unit heads will be informed of participation in the performance management process.

The performance management program is unclear.

The Performance Management Project Team conducted extensive research and met for many months to design an effective performance management program. The team established a time-line and structure for an evaluation year. The year begins with performance planning in May and June, a mid-year review between November and January, and preparation for the performance management assessment in May. This also suggests that coaching occur throughout the year.

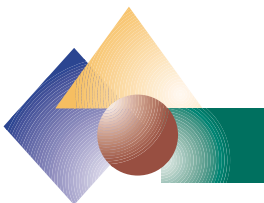
The team also considered the transition period and established documentation requirements for the performance management program.

The program will be thoroughly explained during the training sessions. In the meantime, visit the project website at www.ohiou.edu/comp/index_perf.htm for more detailed information.

There will not be funding for this program.

Last year \$1.1 million was requested to adjust the salaries of approximately 200 IT staff members. The university was able to provide \$250,000 of the recommended amount. University Human Resources will continue to seek the remaining funding until equitable market adjustments have been applied.

It is anticipated that this program will be departmentally funded and more widely used as a mechanism to offer spot bonuses and immediate rewards to recognize outstanding performance. It is also expected that longevity bonuses will continue. However, the Pay Determination Policy is currently in draft form.



Who's Who

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