

# Career Roadmap: Position Mapping Guide

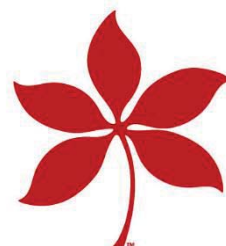
For HR, Managers and Employees

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For more information visit  
[Career Roadmap Position Mapping Webpage](#)



**THE OHIO STATE UNIVERSITY**  
HUMAN RESOURCES



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## Introduction

The purpose of this document is to provide guidance in the review and validation of how existing positions at Ohio State are mapped to the new Career Roadmap framework. Follow the steps outlined below and modify the process as needed based on your college or unit.

## Pre-Validation Activity

Group	Activity
HR	<ul style="list-style-type: none"><li>➤ Conduct a broad review of the new functions and subfunctions and familiarize yourself with the Position Mapping Validation Tool ahead of the manager review period.</li><li>➤ Plan and communicate how the Position Mapping Process will work for your college or unit.</li><li>➤ Set communication cadence and timeline with your groups.</li><li>➤ Familiarize yourself with the tools available to perform the validation including the <a href="#">Career Roadmap Fundamentals eLearning</a>.</li></ul>
Managers	<ul style="list-style-type: none"><li>➤ Understand the expectation of the Position Mapping process and ask your HR Partner questions as needed.</li><li>➤ Communicate the initiative to your direct report(s) and address questions.</li><li>➤ Collaborate with your employees and gather information regarding their job duties for a full understanding of the position you are validating. Use tools like the Position Assessment Form on the <a href="#">Position Mapping web page</a>, if needed, or leverage an existing position description if there has been a recent update.</li><li>➤ Familiarize yourself with the tools available on the <a href="#">Position Mapping web page</a> to have a dialogue with your HR partner.</li></ul>
Unit Leaders	<ul style="list-style-type: none"><li>➤ Work with your Senior Human Resources Professional (SHRP) or WMC Business Unit Director (BUD) to review the process on how to review mapped positions in aggregate for your college or unit.</li><li>➤ Create alignment to ensure accurate mapping.</li></ul>
Employees	<ul style="list-style-type: none"><li>➤ Understand the Career Roadmap initiative and timeline by visiting the <a href="#">Career Roadmap Website</a>. Take the <a href="#">Career Roadmap Fundamentals eLearning</a> for a comprehensive overview of this project.</li><li>➤ Provide your manager with an overview of your role using the Position Assessment Form on the <a href="#">Position Mapping web page</a>, if requested by your manager.</li></ul>

## Validation Steps

Let's get started: [Position Mapping Validation Tool](#)

Managers and HR professionals, once you enter the Position Mapping Validation Tool, you will see your direct report(s) and/or the employees you support listed. Their new job code will be populated by HR Compensation. You will review four primary components: **Function, Subfunction, Band and Level**.

Example:



Direct Report #1				
New Job Profile	Function	Subfunction	Band	Level
FINACTS2	Finance	Accounting	Specialized	Experienced

Job Components requiring validation



- **Step 1:** Ensure that the visible function and subfunction match the primary duties of the role. Descriptions for the function and subfunction can be found in Ohio State's Job Catalog on the [Position Mapping web page](#).

**Tips:**

- Focus on the position, not the individual who is currently in the role.
- Consider the core responsibilities required in that position and where the majority of time is spent.
- Ask yourself if the position description matches at least 70% of the responsibilities and qualifications required to perform the job.
- If your department or function is in the middle of a reorganization, please map the position with the future state in mind.



- **Step 2:** Validate that a) the Career Band selected accurately represents the position and b) the role is defined correctly as either an individual contributor series or people leader series. Descriptions of Career Bands and Levels are found in the Career Band and Level Guide on the [Position Mapping web page](#).

**Tips:**

- In order to be assigned to the Managerial Career Band, a position must have a minimum of three employees directly reporting to it. This may be comprised of:
  - Three or more faculty or staff direct reports
  - 12 or more student employees (undergraduate or graduate)
  - Combination of faculty, staff and students, considering students in a 4:1 ratio
  - Please note that students are not included in the Position Mapping tool
- The Clinician Career Band is generally reserved for individuals in the clinical field with licensure and/or potential certification.



- **Step 3:** Confirm the Career Level represents the appropriate level of knowledge, complexity and interaction for the role. Further information found in the Career Band and Level Guide.

**Tips:**

- Selecting the career level for each position is a critical step in the process. Managers should not attempt to promote their employees through the mapping process by inflating the career level. This could have a negative impact on employees by limiting later opportunities for an increase in career level and associated pay increases.
- S6 and M5 Bands and Levels should be used sparingly. These levels are not prevalent in the market as they are considered to have the highest level of knowledge, skill, experience, influence, etc. For this reason, consider a selective approach when mapping.
- For IRP (Internal Resource Pool) employees, the band will be mapped as "IRP" to indicate the status.



- **Step 4:** Based on the approach set within your college or unit, confirm the pre-populated information or suggest a new mapping to your HR partner.

The Position Mapping process will take approximately 18 months to review and communicate the approved changes. After the manager and HR validation, there will be a series of calibrations completed at the unit level as well as by institutional leaders. This may result in further questions that will need

additional alignment. We thank you for your participation in this ongoing process.

## Mapping Hints

Having trouble finding the right job? Look below for mapping hints. This section will provide clarity on where to look for certain jobs that may not be found easily within the Ohio State Job Catalog. If you are still unable to find a specific job, please route your question to your HR partner.

<b><i>If you're looking for...</i></b>	<b><i>Look in this Function and/or Subfunction</i></b>
Access Control and ID Processing	Security
Administrative Assistance & Executive Administrative Assistance	Business Planning and Operations
Anesthesia Tech	Clinical Support
Animal Radiology	Animal Health and Care
Application Developer (Enterprise Applications)	Enterprise Applications Development
Application Developer (non-Enterprise applications)	Applications Development
Art, Music Therapist	Social and Behavioral Health Services
Assistant Dean (staff)	Business Planning and Operations
ATC Physician Extender	Clinical Support
Athletic Ticketing	Sales and Customer Service
Automated Transport Systems	Supply Chain
Community Outreach	Business Planning and Operations
Contract Management	Legal, Compliance and Government Affairs
Contract Operations	Supply Chain
Credentialing	Health Care Administration
Data Analytics	Business Planning and Operations
Data Analytics Science	Business Planning and Operations
Database Administrator (Enterprise Applications)	Enterprise Database Administration
Database Administrator (non-Enterprise applications)	Database Administration
Dental Assistants, Dental Hygienist and Dental Lab Technician	Allied Health Specialties
Electronic Learning Development	Education
Emergency Management and Preparedness	Security
Engineering Jobs: (Biomedical Engineering, Civil Engineering, Electrical Engineering, Facilities Engineering, Linear Accelerator Engineering, Mechanical Engineering, Radiology Equipment Engineering, Data Engineering, Endpoint Engineering, IT Process Engineering, Solutions Engineering)	Facilities, Engineering and Acquisitions Function & Information Technology
Enrollment	Academic Administration
Environmental Sustainability	Facilities Engineering and Acquisition
Facilities Project Management	Facilities Engineering and Acquisition
General Services Assistant (Nisonger Center Sponsored Program)	Sales and Customer Service Function - General Services Subfunction - T1 Band & Level

<b><i>If you're looking for...</i></b>	<b><i>Look in this Function and/or Subfunction</i></b>
Health Data Analytics	Health Information Management
Hospitality Management jobs	Sales and Customer Service
HRIS - Human Resource Information System	Human Resources
Infection Prevention	Quality
Information Associates	These titles may be found under various titles within any function depending on their duties
Interpreter (Medical)	Health Care Administration
Interpreter (Non-Medical)	Student Life
IT Project management	Information Technology
Medical Information Coding	Health Information Management
Medical Records Management	Health Information Management
Office Admin Associate	Business Planning and Operations
Office Associate	Business Planning and Operations
Optometry	Allied Health Specialties
Pastoral Care	Social and Behavioral Health
Patient Revenue Cycle	Finance
Payroll, Payroll Timekeeping and Absence, Payroll Accounting	Finance
Perfusion	Allied Health Specialties
Process Engineers	Quality
Program Titles (i.e. Program Managers, Program Coordinators)	Program titles may be found under specific titles within any functions depending on their duties
Project Manager	Business Planning and Operations (General Project Management)
Provider Relations	Health Care Administration
Reporting and Analytics	Business Planning and Operations
Respiratory	Allied Health Specialties
Risk Management	Legal, Compliance and Government Affairs
Special Events Assistant 1 - Redcoats	Sales and Customer Service
Special Events Supervisor	Sales and Customer Service
Statistics and Biostatistics	Research and Scholarship
Sterile Supply	Clinical Support
Student recruitment	Academic Administration
Surgical Technologist	Clinical Support
Sustainability	Environmental Health and Safety
Trademark and Licensing	Legal and Compliance
ULAR (University Lab Animal Research)	Animal Health and Care
Unit Clerical Associate	Clinical Support
User Experience	Marketing Communications
User Interface	Information Technology & Marketing and Communications
Veterinary	Animal Health and Care
Videographer	Communications and Marketing
Volunteer Program Management	Business Planning and Operations

## Titling Approach

Current titling practices are inconsistent across the institution. Many titles do not accurately reflect the work an individual does, are too broad or may not appropriately reflect the scope of work. In some instances, current titles don't align with industry norms. These challenges can cause confusion for external candidates and make it difficult for current employees to see clear career paths.

Career Roadmap titles were created to provide internal consistency, clear ties to the career framework and a common language to describe jobs across the institution. Career Roadmap may also reflect profession specific titles; this is often the case for clinical, health system jobs.

When necessary, working titles will remain an option in order to:

- Provide a more relevant or specific job title
- Describe work performed more accurately
- Facilitate business communications
- Reflect professional or industry norms

Working titles won't be changed during position mapping. Rather, working titles can be changed as part of a Workday business process after the Workday go-live. In Workday, positions will have both a job profile title and job posting title. The job profile title will be the formal Career Roadmap title (i.e. the classification title) which is impacted by this initiative. The job profile title and posting title should match whenever possible. Guidance for when a working title may be appropriate and what type of variation is acceptable will be provided closer to the Workday implementation date.

Below are examples of the standard Career Roadmap Job Profile Titles:

Career Band	Format	Example
Managerial	typical title, subfunction	Director, Accounting
Technical, Clinical, Specialized	subfunction + typical title	Accounting Specialist

Career Level	Typical Title	Alternate Title Options				
M1	Associate Manager	Supervisor				
M2	Manager	Senior Manager				
M3	Associate Director					
M4	Director					
M5	Senior Director					
S1	Specialist	Representative	Officer	profession specific (e.g. Designer, Developer)		
S2	Analyst					
S3	Senior Analyst			profession specific (e.g. Senior Designer, Senior Developer)		
S4	Consultant					
S5	Senior Consultant					
S6	Principal Consultant					
T1	Assistant or Aide	Technologist	Technician	Agent	Associate	Operator
T2	Coordinator					
T3	Senior Coordinator					
T4	Lead Coordinator					
		Lead Technologist	Lead Technician	Lead Agent	Lead Associate	Lead Operator

The position mapping process will result in Career Roadmap titles for all in-scope positions. For questions, please reach out to your designated HR partner for this project.

## Supplemental Guidance

Administrative assistants and executive administrative assistants are found throughout the organization. To facilitate consistency in assigning career levels, supplemental guidance has been provided. This guidance is patterned after the career level guides, is illustrative in nature and is intended to demonstrate how work may scale from entry to lead positions. Not all administrative assistant positions will be assigned these exact responsibilities. Please note that this guidance is a supplement to the Technical career level guide—not a replacement of the guide. This supplemental guidance applies only to the Administrative Assistance and Executive Administrative Assistance subfunctions.

Administrative Assistance				
Additional Dimensions	T1	T2	T3	T4
<b>Clients Supported (Typical)</b>	Front desk or small group of staff	May cover front desk and group of staff and managers	Group of staff, managers and directors	Directors and managers or large, visible department
<b>Applications</b>	Light use of calendaring software, spreadsheets, and some data entry	Uses calendaring software; learning and using basic functions of timekeeping, travel, expense, payables, and procurement systems.  Learning about reports and data for departments.	Very knowledgeable with calendaring software; knowledgeable with timekeeping, travel, expense, payables, and procurement systems.  May provide answers or research questions on the process or system use.  May provide reports and data for departments.	Expert user of calendaring software; very knowledgeable with timekeeping, travel, expense, payables, and procurement systems.  Department point of escalation for process or system questions.  Provides reports and data for departments.
<b>Confidentiality and Relationships</b>	May be exposed to some confidential materials or documents.  Is provided structured work assignments.	Encounters some confidential documents or materials.  Building relationships with support staff to help accomplish work.  Is provided structured work assignments but may offer suggestions.	Exposed to sensitive discussions or issues. May attend meetings and take minutes. Exercises confidentiality and tact.  Maintains relationships with support staff to facilitate accomplishing work.  Anticipates leaders' needs and seeks guidance on next steps.	Exposed to highly sensitive discussions or issues. May take meeting minutes or serve as liaison to other leaders. Exercises great confidentiality, tact, and diplomacy.  Maintains relationships with leaders and their support staff to facilitate accomplishing work.  Anticipates leaders needs and takes action independently.
<b>Special Projects</b>	May provide support to others who have planned an event including set up, teardown, etc.  May provide support for communication events such as assembling packets, mailings, etc.	Provides support to others who have planned an event and may lead set up, teardown, etc.  May research or creates simple travel itineraries.  Provides support for communication events and may lead assembling packets, mailings, etc.	May lead a portion of a special event; collaborates on the overall coordination of special events including selection of venue, catering, etc.  Creates travel itineraries.  Collaborates on communication events and may engage with print vendors, help prepare large mailings, coordinate assembly of materials, etc.	Leads coordination of special events including selection of venue, catering, etc.  Plans complex domestic and international itineraries.  Facilitates communication events such as working with print vendors, preparing large mailings, organizing the assembling materials, etc.

## Executive Administrative Assistance

Additional Dimensions	T1	T2	T3	T4
<b>Clients Supported (Typical)</b>	Associate VP (E1) and above	Associate VP (E1) and above	Associate VP (E1) and above	Typically Cabinet level
<b>Confidentiality</b>	Exposed to sensitive discussions or issues. May attend meetings and take minutes. Exercises confidentiality and tact.	Exposed to highly sensitive discussions or issues. May take meeting minutes or serve as liaison to other leaders. Exercises great confidentiality, tact and diplomacy.	Exposed to highly sensitive discussions or issues. May take meeting minutes and receive action items for completion. May serve as liaison to other leaders and speak on behalf of supported executive(s). Exercises great confidentiality, tact and diplomacy regarding matters that may impact the public reputation of the institution.	Exposed to highly sensitive discussions or issues. Takes meeting minutes and receives action items for completion. Serves as liaison to other leaders and speaks on behalf of supported executive(s). Exercises the highest level of confidentiality, tact and diplomacy regarding matters that substantially impact the public reputation of the institution.
<b>Relationships</b>	Maintains relationships with support staff to help accomplish work.  Anticipates leaders' needs and seeks guidance on next steps.	Maintains relationships with leaders and their support staff to facilitate accomplishing work.  Anticipates leaders' needs and takes action independently.	Cultivates relationships with leaders and their support staff to ensure work is accomplished.  Anticipates leaders' needs and takes action independently.	Cultivates relationships with leaders and directs their support staff to ensure work is accomplished.  Anticipates leaders' needs and takes action independently.
<b>Special Projects</b>	May lead a portion of a special event; collaborates on the overall coordination of special events including selection of venue, catering, etc.  Creates travel itineraries.  Collaborates on communication events and may engage with print vendors, help prepare large mailings, coordinate assembly of materials, etc.	Leads coordination of special events including selection of venue, catering, etc.  Plans complex domestic and international itineraries.  Facilitates communication events such as working with print vendors, preparing large mailings, organizing the assembling materials, etc.	Leads coordination of special events of public importance and may engage the services of event planning professionals and vendors.  Plans complex domestic and international itineraries. Coordinates meeting schedules and worktime accordingly.  May do research and basic drafts for routine communication events such as letters, memos, correspondence, news releases and reports.	Leads coordination of special events of significant public importance and engages the services of event planning professionals and vendors.  Plans complex domestic and international itineraries. Integrates worktime and meeting schedule with travel; prepares reading materials and work activities to accomplish during time away.  Researches background information and provides draft content for communications such as letters, memos, correspondence, news releases and reports.