HR**ROADMAP**2019-2021

Human Resources provides leadership in shaping an equitable and inclusive culture that drives diversity, excellence, and innovation by supporting talent, engagement, and the employee work experience. This document outlines major University Human Resources initiatives for 2019-2021. Plans for specific projects are available upon request.

	UHR Leads	Initiation	Planning	Implementation	Evaluation	Target Date
OPERATIONAL EXCELLENCE						
Employee and Labor Relations review: Identify and implement enhancements.	ELR	✔	✔	✔ (grey)		2021
Leave Management review: Identify and implement enhancements.	FSDS	✔	✔	✔	✔ (grey)	2021
Leadership Development/Learning and Development reviews: Identify and implement enhancements.	OE	✔	✔ (grey)			2021
Compliance roadmap: Define unit goals, scope and scale.	PC, OE	✔	✔ (grey)			2021
HR 2020						
Payroll realignment: Reorganize into Payroll Services and University Workforce Operations.	P, UWO	✔	✔	✔	✔	2020
Org-level HR transaction hub redesign: Develop enhanced org-level structures to streamline the support of HR transactions.	UWO	✔	✔ (grey)	✔ (grey)		2021
UWO centralized training: Provide centralized training on transaction policies and procedures; establish quality assurance procedures; and create HR transaction Hub community work group.	UWO	✔	✔ (grey)	✔ (grey)		2021
UHR service delivery redesign: Create efficiencies for digitally transmitted questions (including calls and emails) related to payroll, benefits and HR transactions.	B, AS	✔	✔ (grey)			2021
UHR welcome center: Renovate USB space to accommodate a new welcome center, establish a central reception area and enhance building security.	B, AS	✔	✔	✔	✔	2020
WORKFORCE PLANNING						
Career paths: Pilot HR pipeline development program, scalable to other UI functions.	OE, CC, TA	✔	✔	✔	✔ (grey)	Ongoing
Cross-unit collaboration: Increase collaboration and work across orgs (e.g., surge work, P3 Mentors, HR rep supervisor training, UHR redeployment and onboarding workgroups).	OE, AS	✔	✔	✔	✔	Ongoing

Lead Units/Programs: AS = Administrative Services; B = Benefits; CC = Compensation and Classification; ELR = Employee and Labor Relations; FSDS = Faculty and Staff Disability Services; IM = Information Management; OE = Organizational Effectiveness; P = Payroll; PC = Policy and Compliance; TA = Talent Acquisition; TAT = Threat Assessment; TR = Total Rewards

IOWA | University Human Resources

Innovate **Change** Adapt

	UHR Leads	Initiation	Planning	Implementation	Evaluation	Target Date
DIVERSITY, EQUITY, AND INCLUSION						
Mission-critical emphasis: Implement UHR-identified strategies in UI-wide diversity, equity and inclusion plan: update mission statement, update universal competency and enhance recruiter model. A new version of this will be included in the next roadmap.	All units	✓	✓	✓	✓	Ongoing
TALENT ACQUISITION STRATEGY AND SYSTEMS						
Recruit, engage, and attract strategies: Implement priorities identified by talent acquisition strategy committees.	TA, TR	✓	✓	✓		2021
OTAC system: Optimize by implementing necessary system upgrades and expand use to Faculty* *expanded use to Faculty is on hold.	TA, IM	✓	✓			2021
DATA DASHBOARDS						
New development and refinement: Add and expand metrics and analytics that drive decisions and support strategy.	AS, IM, TR	✓	✓	✓		Ongoing
KPI correlations: Research links between specific metrics and key performance indicators.	AS, IM, TR	✓	✓			Ongoing
WORKING AT IOWA ENGAGEMENT SURVEY						
Working at Iowa 2020: Research combined correlations, collaborate with DEI survey and develop plans for 2020 survey.	OE, TR	✓	✓	✓	✓	2020
EMPLOYMENT PRACTICES AND POLICIES						
Employment Practices Review: Implement campus-wide recommendations from first two phases.	ELR, PC, AS	✓	✓	✓		Ongoing
Supervisor effectiveness development: Develop campus-wide supervisor training.	OE, PC	✓	✓	✓	✓	2021
Policy review: Update Operations Manual chapter on P&S staff.	CC, PC	✓	✓	✓		2021
EMPLOYEE EXPERIENCE						
Total rewards framework: Develop total rewards framework and explore additional programs.	B, AS, TR	✓	✓			2021
liveWELL 2020: Implement recommendations from internal and external reviews focused on program and service delivery enhancements to support campus health and well-being.	TR	✓	✓	✓	✓	2021

IOWA | **University Human Resources**

Innovate **Change** Adapt