HR**ROADMAP** *Through June 30, 2022*

STATUS OVERVIEW

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						
Leadership Development/Learning and Development reviews: Identify and implement enhancements.	OE	✔	✔			review in fall; implementation 2022
Compliance roadmap: Define unit goals, scope and scale.	PC, OE	✔	✔			2021
Policy review: Update Operations Manual chapter on P&S staff.	PC, AS	✔	✔			
Org-level HR transaction hub redesign: Develop enhanced org-level structures to stream- line the support of HR transactions.	UWO	✔	✔	✔		move to 2022
UWO centralized training: Provide centralized training on transaction policies and procedures; establish quality assurance procedures; and create HR transaction Hub community work group.	UWO	✔	✔	✔		move to 2022
UHR service delivery redesign: Create efficiencies for digitally transmitted questions (including calls and emails) related to payroll, benefits and HR transactions.	B, AS	✔	✔			move to 2022
DIVERSITY, EQUITY, AND INCLUSION						
Document translation: Translate key employee facing documents into additional languages, including Spanish.		✔				
DEI Assessment: Complete the CUPA HR DEI Maturity Index for the HR enterprise		✔				

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

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	UHR Leads	Initiation	Planning	Implementation	Evaluation	Target Date
STRATEGIC PRIORITIES						
Future of Work@Iowa: Implement FOW recommendations for main campus		✔	✔			
Future of Work@Iowa: Implement UHR Return to USB		✔	✔	✔		
Employment Practices Review: Implement campus-wide recommendations	ELR, PC, AS	✔	✔	✔		will complete
Total rewards framework: Develop total rewards framework and explore additional programs.	B, AS, TR	✔	✔			Ongoing
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
Career paths: Pilot HR pipeline development program, scalable to other UI functions.		✔	✔	✔		
Supervisor effectiveness development: Develop campus-wide supervisor training.		✔	✔	✔		
POST PANDEMIC RECOVERY						
Decommission COVID policies and practices		✔	✔			
Mental health Postvention		✔	✔			
Cost Saving Policy (P&S temp furlough and temp reduction in base pay)		✔				

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