

## HR STRATEGIC INITIATIVES AND OPERATIONAL ROADMAP

July 2024 - June 2025

The University Human Resources (UHR) operational roadmap supports the University of Iowa's Strategic Plan (2022-27) and UHR priorities in talent acquisition, leadership development, employee experience, and agility and innovation.

### STAFF SUCCESS SPARC (STRATEGIC PLAN ACTION RESOURCE COMMITTEE)

| Topic   | Description  | Responsible          | % Complete           |
|---|--|----------------------|----------------------|
| Employee Value Proposition  | Develop employee profiles, outreach to key student pipeline groups, job description templates  | Fraase               | <input type="text"/> |
| Student pathways  | Evaluate pilot and determine scope for future expansion  | Becker/Hesler        | <input type="text"/> |
| Talent acquisition model for staff positions                                | Analyze new hire survey results, apply lessons from recent acquisition, further optimize the candidate experience, explore OTAC functionality  | Becker               | <input type="text"/> |
| Employee life cycle   | Identify gaps and high impact practices that drive retention and optimize the employee experience  | Waterhouse/Napoli    | <input type="text"/> |
| Optimize onboarding   | Define roles/responsibilities, enhance communications, refine/automate pulse surveys, develop dashboard(s), and explore executive leadership onboarding process. Make recommendations for enhancements | Becker/Litton        | <input type="text"/> |
| Develop career pathways framework; align learning and development resources | Define career pathways terminology, develop pathway framework, identify pilot job family or organization, explore scalable approaches  | Napoli               | <input type="text"/> |
| Define and cultivate leadership excellence                                  | Implement awareness campaign for leadership attributes, embed attributes in ELA, explore integration of attributes into HR processes   | Hesler/Zahner-Younts | <input type="text"/> |
| Analyze total rewards package for competitiveness                           | Undergo an RFQ to explore potential next steps and assess the viability of adding new, voluntary benefits: short term disability and pet insurance   | Olson                | <input type="text"/> |
| Review and analyze staff recognition programs                               | Establish a committee, review and benchmark data, assess effectiveness of campus programs, explore automated solutions, develop recommendations  | Fraase/Schaver       | <input type="text"/> |
| Variable pay options  | Explore variable pay options for temporary employees   | Glanz                | <input type="text"/> |
|   |  |                      |                      |

### P3

| Topic                          | Description   | Responsible         | % Complete           |
|--------------------------------|---|---------------------|----------------------|
| Merit Experience Pilot Project | Implement Merit-specific supervisor training, continue implementation of peer mentoring and onboarding, explore Career Pathways initiative with pilot departments | Waterhouse/Anderson | <input type="text"/> |
| Dual Career                    | Promote expanded use of the P3-funded external job placement services for dual career partners of newly relocated faculty and staff                               | Becker              | <input type="text"/> |
|                                |   |                     |                      |

## WELL-BEING SPARC AND WELL-BEING SERVICES

| Topic                         | Description   | Responsible        | % Complete           |
|-------------------------------|---|--------------------|----------------------|
| Basic needs                   | Build inventory for campus financial services, identify potential gaps and develop recommendations; deliver pilot program for DSL staff   | Litton/Kremzar     | <input type="text"/> |
| Built and natural environment | Embed well-being considerations into design and construction process, develop DIY strategies for existing spaces  | Troester           | <input type="text"/> |
| Mental health                 | Develop/implement peer support: R U OK?, develop and pilot peer-to-peer support for students  | Threlkeld-Wiegand  | <input type="text"/> |
| Connection and belonging      | Update inventory of existing services, analyze connection/belonging data, identify gaps/improvements, recommend approaches. Conduct analysis on "belonging in the workplace" utilizing PHA data set | Villhauer/Troester | <input type="text"/> |
| Communications                | Launch well-being website, identify communication opportunities, identify campus groups with low engagement and ID communication opportunities to increase engagement                               | Troester/Welter    | <input type="text"/> |
| Evaluation                    | Develop internal dashboards, share metrics, expand evaluation questions for well-being. Conduct outcome evaluations on identified services (quantitative and qualitative)                           | Litton/Cuchna      | <input type="text"/> |
| Engagement                    | Improve engagement in well-being services in hard-to-reach populations through tailored service delivery models (i.e. health care)  | Litton             | <input type="text"/> |

## OPERATIONAL EXCELLENCE

| Topic                      | Description  | Responsible     | % Complete           |
|----------------------------|--|-----------------|----------------------|
| KPIs and dashboards        | Review current dashboards for enhanced utilization and specificity; develop new dashboards that align with HR strategy   | Troester/Kaplan | <input type="text"/> |
| Pharmacy Benefit Manager   | Implement new PBM agreement and manage expanded PBM requirements   | Troester/Olson  | <input type="text"/> |
| Performance review refresh | Implement recommendations from performance evaluation system and process review  | Hesler          | <input type="text"/> |
| Compliance                 | In collaboration with the Provost's Office, create a Faculty Investigations Unit with functional support and supervision provided by Director of ELR and AVP (pilot) | Waterhouse/Rent | <input type="text"/> |
| Tuition assistance         | Implement new tuition assistance policy changes  | Hesler          | <input type="text"/> |
| Working at Iowa survey     | Administer Working at Iowa survey with new belonging questions integrated; distribute results and support action planning  | Napoli/Singer   | <input type="text"/> |
| TIAA fund review           | Evaluate the fund line-up of the 403(b) mandatory retirement plan and identify opportunities to improve the fund line-up offering                                    | Troester        | <input type="text"/> |
| FLSA implementation        | Make necessary adjustments to impacted employee categories   | Glanz           | <input type="text"/> |

## CAMPUS PRIORITIES

| Topic                      | Description  | Responsible   | % Complete           |
|----------------------------|--|---------------|----------------------|
| AI exploration             | Develop strategy for the impact of AI on HR programs and services, including AI literacy, training; explore applications | Reardon       | <input type="text"/> |
| Health Care collaboration  | Collaborate and support UI Health Care in recruiting, retaining, and growing the Health Care Enterprise                  | Reardon/Anson | <input type="text"/> |
| Succession planning for HR | Begin a future state plan for distributed HR function and UHR leadership positions; develop a knowledge transfer plan    | Reardon       | <input type="text"/> |
| UHR relocation             | Work with stakeholders to prepare for eventual office relocation to main campus  | Reardon       | <input type="text"/> |