

HR STRATEGIC INITIATIVES AND OPERATIONAL ROADMAP

July 2024 - June 2025 | Mid-year update: Jan. 28, 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	<div style="width: 75%;"><div style="width: 75%;"></div></div>
Student pathways	Evaluate pilot and determine scope for future expansion	Becker/Hesler	<div style="width: 90%;"><div style="width: 90%;"></div></div>
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	<div style="width: 70%;"><div style="width: 70%;"></div></div>
Employee life cycle	Identify gaps and high impact practices that drive retention and optimize the employee experience	Waterhouse/Napoli	<div style="width: 70%;"><div style="width: 70%;"></div></div>
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	<div style="width: 40%;"><div style="width: 40%;"></div></div>
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	<div style="width: 60%;"><div style="width: 60%;"></div></div>
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	<div style="width: 60%;"><div style="width: 60%;"></div></div>
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	<div style="width: 10%;"><div style="width: 10%;"></div></div>
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	<div style="width: 30%;"><div style="width: 30%;"></div></div>
Variable pay options	Explore variable pay options for temporary employees	Glanz	<div style="width: 80%;"><div style="width: 80%;"></div></div>
AI internal HR chatbot	Launch chatbot for HR staff to test accuracy and capabilities	Reardon	<div style="width: 10%;"><div style="width: 10%;"></div></div>

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	<div style="width: 40%;"><div style="width: 40%;"></div></div>
Dual Career	Promote expanded use of the P3-funded external job placement services for dual career partners of newly relocated faculty and staff	Becker	<div style="width: 70%;"><div style="width: 70%;"></div></div>

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	<div style="width: 75%;"><div style="background-color: yellow;"></div></div>
Built and natural environment	Embed well-being considerations into design and construction process, develop DIY strategies for existing spaces	Troester	<div style="width: 75%;"><div style="background-color: yellow;"></div></div>
Mental health	Develop/implement peer support: R U OK?, develop and pilot peer-to-peer support for students	Threlkeld-Wiegand	<div style="width: 100%;"><div style="background-color: yellow;"></div></div>
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	<div style="width: 25%;"><div style="background-color: yellow;"></div></div>
Communications	Launch well-being website, identify communication opportunities, identify campus groups with low engagement and ID communication opportunities to increase engagement	Troester/Welter	<div style="width: 75%;"><div style="background-color: yellow;"></div></div>
Evaluation	Develop internal dashboards, share metrics, expand evaluation questions for well-being. Conduct outcome evaluations on identified services (quantitative and qualitative)	Litton/Cuchna	<div style="width: 75%;"><div style="background-color: yellow;"></div></div>
Engagement	Improve engagement in well-being services in hard-to-reach populations through tailored service delivery models (i.e. health care)	Litton	<div style="width: 75%;"><div style="background-color: yellow;"></div></div>

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	<div style="width: 75%;"><div style="background-color: yellow;"></div></div>
Pharmacy Benefit Manager	Implement new PBM agreement and manage expanded PBM requirements	Troester/Olson	<div style="width: 100%;"><div style="background-color: yellow;"></div></div>
Performance review refresh	Implement recommendations from performance evaluation system and process review	Hesler	<div style="width: 25%;"><div style="background-color: yellow;"></div></div>
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	<div style="width: 25%;"><div style="background-color: yellow;"></div></div>
Tuition assistance	Implement new tuition assistance policy changes	Hesler	<div style="width: 75%;"><div style="background-color: yellow;"></div></div>
Working at Iowa survey	Administer Working at Iowa survey with new belonging questions integrated; distribute results and support action planning	Napoli/Singer	<div style="width: 75%;"><div style="background-color: yellow;"></div></div>
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	<div style="width: 100%;"><div style="background-color: yellow;"></div></div>

CAMPUS PRIORITIES

Topic	Description	Responsible	% Complete
AI exploration	Develop strategy for the impact of AI on HR programs and services, including literacy, training, and partnering with ITS and Ivy.ai on an internal chatbot	Reardon	<div style="width: 75%;"><div style="background-color: yellow;"></div></div>
Health Care collaboration	Collaborate and support UI Health Care in recruiting, retaining, and growing the Health Care Enterprise	Reardon/Anson	<div style="width: 25%;"><div style="background-color: yellow;"></div></div>
Succession planning for HR	Begin a future state plan for distributed HR function and UHR leadership positions; develop a knowledge transfer plan	Reardon	<div style="width: 25%;"><div style="background-color: yellow;"></div></div>
UHR relocation	Work with stakeholders to prepare for eventual office relocation to main campus	Reardon	<div style="width: 0%;"><div style="background-color: yellow;"></div></div>