Human Resources provides leadership in 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
WELCOMING AND RESPECTFUL ENVIRONMENT						
Document translation: Translate key employee facing documents into additional languages, including Spanish.		✔				
Assessment: Complete the CUPA HR 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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HR ROADMAP
Through June 30, 2022

	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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