

HRROADMAP2019-2021

STATUS OVERVIEW
August 2019

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.

	Lead Units	Initiation	Planning	Implementation	Evaluation	Target Date
OPERATIONAL EXCELLENCE						
Unit reviews/audits: Implement recommendations for Employee and Labor Relations, Threat Assessment Team, and leave management.	ELR, C, OE	✓	✓	✓		
Leadership Development and Learning and Development planning reviews for January 2020.	OE	✓				
Compliance roadmap: Define unit goals, scope, and scale.	C, OE	✓				
HR 2020						
Payroll realignment: Reorganize into two units: Payroll Services and University Workforce Operations units.	P, UWO	✓	✓	✓		Summer 2019
Transaction service redesign: Streamline current service-delivery model to encourage specialization and reduce errors.	UWO	✓	✓			2020
Transaction system redesign: Enhance IT systems that support HR transaction services.	UWO, IM	✓	✓			2021
HR service delivery redesign: Establish a central hub for reception and questions about payroll, HR transactions, benefits, and other HR services.	B	✓	✓			Spring 2020
Welcome center construction: Renovate USB space to accommodate a new welcome center and enhance building security.	AS	✓	✓			Summer 2020
WORKFORCE PLANNING						
Cross-unit collaboration: Increase collaboration and work across orgs (e.g., surge work, P3 Mentors, HR rep supervisor training and onboarding workgroups).	OE, AS	✓	✓	✓		Ongoing
Career paths: Pilot HR pipeline development program, scalable to other UI functions.	OE, CC, TA	✓	✓	✓		2020
WELCOMING AND RESPECTFUL ENVIRONMENT						
Mission-critical emphasis: Implement UHR-identified strategies in UI-wide plan: update mission statement, update universal competency, and enhance recruiter model.	All units	✓	✓	✓		2020

UHR Lead Units: AS = Administrative Services; OE = Organizational Effectiveness; IM = Information Management; TA = Talent Acquisition; B = Benefits; P = Payroll; CC = Compensation and Classification; TR = Total Rewards; ELR = Employee and Labor Relations; UWO=University Workforce Operations; C = Policy, Communications, and Compliance



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TALENT ACQUISITION STRATEGY AND SYSTEMS						
Recruit, engage, and attract strategies: Implement priorities identified by talent acquisition strategy committees.	TA, TR	✓	✓	✓		2020
OTAC system: Optimize system and expand to additional employment categories as appropriate.	TA, IM	✓	✓			2021
ONBOARDING AND LEADERSHIP PROGRAMS						
Employee onboarding: Update and expand programs for employees new to the university.	OE	✓	✓	✓		2019
Supervisor onboarding: Target current and new employees entering supervisory roles.	OE	✓	✓	✓	✓	2019
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	✓	✓			
WORKING AT IOWA SURVEY						
Working at Iowa 2020: Research combined correlations, collaborate with Campus Climate survey, and develop plans for 2020 survey.	OE, TR	✓				2020
EMPLOYMENT PRACTICES AND POLICIES						
Employment Practices Review: Scale recommendations from first two phases to main campus.	ELR, C, AS	✓	✓	✓		Ongoing
Supervisor effectiveness development: Develop campus-wide supervisor training.	OE, C	✓	✓			Fall 2020
Policy review: Update Operations Manual chapter on P&S staff.	CC, C	✓				
EMPLOYEE EXPERIENCE						
Health benefits review: Implement identified recommendations.	B	✓	✓	✓		January 2020
Total rewards framework: Develop total rewards framework and explore additional programs.	B, AS, TR	✓	✓			Spring 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	✓	✓			Spring 2021



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