IOWA | **Human Resources**

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	
Student pathways	Evaluate pilot and determine scope for future expansion	Becker/Hesler	
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	
Employee life cycle	Identify gaps and high impact practices that drive retention and optimize the employee experience	Waterhouse/Napoli	
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	
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	
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	
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	
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	
Variable pay options	Explore variable pay options for temporary employees	Glanz	
AI internal HR chatbot	Launch chatbot for HR staff to test accuracy and capabilities	Reardon	

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	
Dual Career	Promote expanded use of the P3-funded external job placement services for dual career partners of newly relocated faculty and staff	Becker	

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	(≈75%)
Built and natural environment	Embed well-being considerations into design and construction process, develop DIY strategies for existing spaces	Troester	(≈75%)
Mental health	Develop/implement peer support: R U OK?, develop and pilot peer-to-peer support for students	Threlkeld-Wiegand	(100%)
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	(≈25%)
Communications	Launch well-being website, identify communication opportunities, identify campus groups with low engagement and ID communication opportunities to increase engagement	Troester/Welter	(≈85%)
Evaluation	Develop internal dashboards, share metrics, expand evaluation questions for well-being. Conduct outcome evaluations on identified services (quantitative and qualitative)	Litton/Cuchna	(≈85%)
Engagement	Improve engagement in well-being services in hard-to-reach populations through tailored service delivery models (i.e. health care)	Litton	(≈85%)

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	(≈80%)
Pharmacy Benefit Manager	Implement new PBM agreement and manage expanded PBM requirements	Troester/Olson	(100%)
Performance review refresh	Implement recommendations from performance evaluation system and process review	Hesler	(≈40%)
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	(≈70%)
Tuition assistance	Implement new tuition assistance policy changes	Hesler	(≈85%)
Working at Iowa survey	Administer Working at Iowa survey with new belonging questions integrated; distribute results and support action planning	Napoli/Singer	(≈85%)
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	(100%)

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	(≈80%)
Health Care collaboration	Collaborate and support UI Health Care in recruiting, retaining, and growing the Health Care Enterprise	Reardon/Anson	(≈70%)
Succession planning for HR	Begin a future state plan for distributed HR function and UHR leadership positions; develop a knowledge transfer plan	Reardon	(≈70%)
UHR relocation	Work with stakeholders to prepare for eventual office relocation to main campus	Reardon	(0%)