

**DIVISION OF FINANCE AND OPERATIONS
STRATEGIC PLANNING RECORD, JUNE 2008
Human Resources**

Priority 1: Organizational Vitality

Goal: Raise Proficiency of Staff Campus-wide for Selected Competencies

Strategy: Gather, present, and utilize specific department and org data in comparison to University-wide data for identification of best practices and/or trends or concerns, e.g. leave, performance management, and late termination data (All)

Measure: Enhanced decision making based on data comparisons

Strategy: Provide new Performance Management Series to campus to improve quality and effectiveness (ELR, OE)

Measure: Performance management campus compliance is 100%

Measure: Number of participants and their evaluations

Strategy: Consider Leadership Summit in collaboration with Provost and President Office (OE)

Measure: Participation and satisfaction

Measure: Specific resources are identified and communicated to campus for leadership development opportunities: assessment, talent plan, referral, and monitoring

Measure: Increase annual enrollment in development and leadership programs

Goal: Promote an Inclusive Environment where Individuals are Valued and Able to Contribute Fully to the Organization, Thereby Attracting and Retaining a Diverse Workforce

Strategy: Periodically communicate to departments the availability of the Recruitment Ambassador program to assist in recruitment of prospective employees through personal contact and participation in campus and community events (ES)

Measure: Number of requests to use services of program and satisfaction of users

Strategy: Infuse monthly Human Resource Representatives meeting topics with consistent recognition and promotion of diversity principles and practices (Admin Services)

Measure: Evaluation of diversity content by meeting participants

Strategy: Raise awareness of workforce diversity within Finance and Operations (Admin Services)

Measure: Implementation of an annual report to Finance and Operations Senior Group that reviews division hiring over the last twelve months related to gender and race

Strategy: Increase targeted efforts to create diverse pools when position openings in Central Human Resources occur (All)

Measure: Number of new hires that contribute to a diverse workforce in Central Human Resources

Strategy: Promote employment of minorities and women in Professional and Scientific (P&S) classifications, thereby increasing diversity within the P&S staff and on The University of Iowa campus overall. (Admin Services)

Measure: Create and market Staff Diversity Opportunity Program (SDOP) FY08/FY09

Measure: Number of requests for funds approved.

Measure: Number of opportunity hires eventually hired into regular positions.

Strategy: Periodically communicate to employees the availability of Career Development Advising to assist employees with attaining their career goals (ES)

Measure: Participation level

Measure: Participation satisfaction

Goal: Competitive and Appropriate Compensation – Salary

Strategy: Coordinate, with the Provost Office, the Development of FY10 Salary Policy – Non-organized P&S and Faculty (Admin Services)

Strategy: Conduct biennial P&S Big Ten Salary Survey and make campus recommendations based on analysis (C&C)

Measure: Percent of non-organized P&S staff within 5% and 10% of CIC mean

Percent of non-organized P&S staff below 20% of CIC mean

Average salary increase is in line with inflation

Strategy: Explore and evaluate different options on how to most effectively communicate total compensation to all employees. (C&C)

Measure: Electronic total compensation statement is delivered during FY09

Strategy: Collective Bargaining – Merit (ELR)

Measure: Total compensation increase (across board plus steps) is in line with inflation and increases for other employee groups

Strategy: Collective Bargaining – COGS (ELR)

Measure: Total compensation includes an increase of tuition scholarship

Strategy: Collective Bargaining – SEIU (ELR)

Measure: Total compensation increase targets areas of greatest need rather than distributing available funds equally across all groups

Strategy: Equitable salaries for members of protected classes (C&C)

Measure: OFCCP analysis tool applied annually for non-organized P&S employees

Strategy: Educate Senior HR Leaders in equity analysis and workforce availability methods (C&C)

Measure: Senior HR Leaders rate training program as meeting or exceeding expectations

Measure: Track application of equity analysis and workforce availability methods

Goal: Competitive and Appropriate Compensation – Benefits

Strategy: Communicate our strong benefit program to both current and prospective employees (Benefits)

Measure: Create materials that effectively market our programs to targeted audiences using various formats

Strategy: Offer a variety of retirement plan options (Benefits)

Measure: Identify additional vendors and options in FY09

Strategy: Offer a comprehensive and competitive package of benefit programs (Benefits)

Measure: Review the flex benefit program during FY08

Measure: Implement any changes to the benefit design in 2009

Measure: Relative standing with CIC institutions

Goal: A Healthy and Productive Work Environment

Strategy: Implement a Threat Assessment Program (OE)

Measure: Business plan, staffing and protocols are in place by end of FY09

Strategy: Distribute, analyze and present WAI 2008 survey (OE)

Measure: Participation rate

Measure: Movement of survey results related to targeted issues from 2006 survey: managing performance, budget communication, and conflict resolution

Strategy: Continue to implement and expand a campus-wide comprehensive wellness program (Benefits and OE)

Measure: Percent of employees participating in a health assessment (Target: 60% or greater)

Measure: Health coach participation and outcomes

Measure: UI population health: demonstrated risk reduction and risk migration

Strategy: Promote worklife balance to improve individual and organizational performance (OE)

Measure: Percent of UI population participating in OE services and reported outcomes

Strategy: Continue development of a campus-wide integrated population health management program (Benefits and OE)

Measure: Evaluate outcomes from campus wide integrated health strategic plan

Strategy: Lead campus pandemic preparedness related to Human Resource issues and participate broadly in campus preparedness efforts (Admin Services)

Measure: Representation on Continuity of Operations and Public Health subcommittees of UI Pandemic Influenza Preparedness Task Force

Measure: Information about preparedness efforts is disbursed to HR Unit Representatives

Measure: Senior HR Leadership Representatives lead preparedness efforts related to human resources in their respective colleges/divisions

Measure: Delegation of authority and essential functions are identified and periodically reviewed in Central Human Resources

Measure: Plans are developed with internal and external entities on which we rely to conduct essential functions which includes the Board of Regents and the State of Iowa

Measure: HR policies related to influenza and pandemic are developed and communicated to campus

Strategy: Update the leave practices guide to be current with changes in negotiated and best practices (ELR, OE)

Measure: Annual review is conducted

Strategy: Promote best practices regarding attendance and use of leave, consistent with philosophy to support health, engagement, and productivity (Benefits, ELR, OE)

Measure: Conduct pilot programs to identify and promote best practices related to health, productivity, and engagement

Measure: Improved leave utilization through increased accuracy in reporting and designating absences

Measure: Increased communication between HR Unit Representatives, supervisors, and employees regarding issues of health, productivity, and use of leave

Measure: Enhanced skills and increased knowledge of managers and HR Unit Representatives pertaining to employee leave management

Goal: Learning and Growth in the Work Environment

Strategy: Develop online learning courses/presentations on key Human Resource Business and Finance policy and procedure through “Elluminate Live!” (OE)

Measure: Number of courses; number of participants; participant satisfaction, and identified impact on work environment

Strategy: Support succession planning and proactive identification of in-house potential (Admin Services, OE)

Measure: Retain higher percentage of strong performers

Goal: A P&S Compensation and Classification system that is equitable, flexible, competitive, and facilitates the recruitment and retention of talent.

Strategy: Develop a networking program that will allow furloughed employees to contact departments across campus to determine if employment opportunities are available prior to a position being formally announced (C&C)

Measure: Number of furloughed employees placed in positions while eliminating the time and cost associated with advertising a vacancy; evaluate program, December 2008

Strategy: Obtain the services of an external consultant to facilitate implementation of a re-designed P&S compensation and classification system (C&C)

Measure: Consultant is secured and engaged on the project, June 2008

Strategy: Work collaboratively with campus representatives in implementing a re-designed P&S classification system, resulting in employees assigned to appropriate, specific classification descriptions, job families, and levels, FY10 (C&C)

Measure: Establishment of campus committees and development and implementation of a communication plan, FY09

Measure: An opportunity is created for employees to provide input into their job classification assignment; includes an appeal process, FY09-10

Strategy: Develop and implement a re-designed market-based compensation system that is transparent and provides flexibility, salary competitiveness, supports equity and comparable worth and enhances recruitment and retention of employees (C&C)

Measure: Implementation of a re-designed compensation and classification system, FY10-11

Priority 2: Financial Stewardship

Goal: Competitive and High Quality Third Party Administrators and Provider Networks

Strategy: Evaluate vendor contracts and feasibility of other third party administrators/networks (Benefits)

Measure: Overall, benefit system administrative rates remain at a competitive level, maintain or increase quality

Goal: Positive Influence on Annual University Budget

Strategy: In collaboration with Controller and Budget Office, manage various TTI accounts (reserves and Principal’s), flex spending accounts, central fringe pool, and Principal’s dividend and interest earnings (Benefits)

Measure: Interest earnings are applied to appropriate expenditures; accounts balance and maintain

and/or grow

Measure: Disease Management programs with an ROI of greater than 1.5 to 1

Strategy: In collaboration with the Board of Regents and other Regent institutions, develop any cross-institutional programs that can assist institutions financially (Benefits)

Measure: Convert the Workers' Compensation program from the State of Iowa to the University of Iowa's Benefits Office

Measure: Reduction in the administrative costs for the third party vendor

Measure: Allow the other Regent institutions to participate in The University of Iowa's student insurance program

Goal: Reduce Excessive or Unwanted Turnover

Strategy: Strengthen exit survey process for staff (Admin Services, OE)

Strategy: Implement a three-month post hire survey for new employees (OE)

Strategy: Further develop transition services for job change for strong performers that have been furloughed (ES)

Measure: Create targeted retooling skill opportunities

Strategy: Increased utilization of job coaches to support successful performance and reduce turnover (ELR)

Measure: Increased use of job coaches when appropriate and cost effective to improve retention or performance.

Strategy: Improve hiring practices, especially assessment of candidates (ES)

Measure: Short-term retention rates improve (less than one year)

Goal: Regulatory Compliance

Strategy: Support and implement subcertification for campus and within Central Human Resources (ELR, Payroll)

Measure: Certification of compliance in HR

Measure: Provide instructional support for HR training

Strategy: Manage Medicare Part D program (Benefits)

Measure: Decrease organizational risk

Measure: Obtain the largest possible refund through the Medicare Part D subsidy program

Strategy: Monitor types and implications of Board of Regents governance reports (Admin Services)

Measure: Reports are submitted in a timely manner; subsequent recommendations are implemented in a timely manner

Strategy: Implement third party vendor application for processing of online I-9 forms (Payroll)

Measure: Combined efforts of Payroll and FSIS to enhance tracking and compliance of I-9 forms; implement during FY09

Goal: Department expense reduction and financial exposure

Strategy: Increase utilization of FSIS services in recruitment, selection and retention of foreign nationals through service marketing (ELR)

Measure: Reduction in external attorney utilization

Measure: Senior HR Leadership and foreign national employee reporting indicate service as retention factor

Measure: Expand use of FSIS resources to University of Northern Iowa

Strategy: Control financial exposures arising from individual employment disputes through management of exposures related to disputes/settlements, timely and respectful responses and collaborative efforts with the General Counsel and UI departments (ELR)

Measures: Costs are at or below target levels

Strategy: Manage financial exposure related to ADA and FMLA employment matters and continue to explore potential for process improvement (ELR)

Measure: Assess success of individual accommodations and manager knowledge

Measure: HR Senior Leader's are aware of assessment report and recommendations

Measure: LEAN recommendations for ADA process are implemented

Priority 3: Quality of Service to Customers

Goal: High Customer Satisfaction

Strategy: Assess customer satisfaction annually within each unit for targeted services through an appropriate method, e.g., survey, focus group, charter committee, advisory group, etc. (All)

Measure: Percent of responses that meet or exceed expectations

Measure: Percent of improvements implemented based on feedback

Strategy: Implement online employment/income verification with third party administrator (Payroll)

Measure: Implement FY09

Measure: Improve response time

Strategy: Research and implement functionality that allows direct deposit to multiple accounts for faculty and staff (Payroll)

Measure: Implement during FY09

Goal: Build Trust and Open Communication with Key Partners across Campus

Strategy: Director and/or specific unit leaders meet with all Deans, Vice Presidents, and major Directors on a 1:1 basis (All)

Measure: Occurs annually; interactions will result in identifying strategic initiatives and needs of campus community

Strategy: Director meets with Senior HR leaders on a regular basis (Admin Services)

Measure: Group meetings occur monthly; special and periodic meetings on focused content; 1:1 meetings occur annually; interactions will result in identifying strategic initiative and needs of campus community for continuous improvement

Strategy: Advise and lead campus HR staff regarding emerging HR issues as may apply in their units (All)

Measure: Occurrence and frequency, including monthly HR Unit Rep meetings

Measure: Consult with Senior HR leaders regarding effectiveness of communications.

Goal: Provide service and consultation to campus utilizing an organizational development model

Strategy: Pilot a service that provides comprehensive analytics about the workforce to campus units upon request, projects an optimal future workforce given unit goals and objectives, and provides the means to prepare for and meet those goals and objectives. (Admin Services)

Measure: Service established in FY09.

Measure: Number of units requesting service

Measure: Evaluation results for service

Strategy: Complete a workers compensation return-to-work pilot group with UIHC Department of Nursing (OE)

Measure: Number of RNs impacted

Measure: Number of days of lost work

Measure: Cost per event before and after intervention

Priority 4: Process Improvement

Goal: Appropriate Application of Technology

Strategy: Development of a new web-based benefits orientation for faculty and P&S staff (Benefits)

Measure: The new program will be completed by January 2009

Measure: Applicants will not need to attend the current benefits orientation program

Strategy: Develop a new web-based data warehouse containing information of health, dental, disability, workers compensation, wellness, and absence data for all employees (Benefits)

Measure: Reports are provided to campus that result in benefit design or planning efforts for population health management

Measure: Completed by January 2009

Strategy: Development of electronic application process for student employees, and post doc openings (IMFO)

Measure: Electronic application for at least one employee group implemented by Spring 2009

Measure: Reduces time to hire new staff by college/division

Strategy: Development of electronic personnel file (Admin Services, ELR, IMFO)

Measure: Implement during FY09

Strategy: Reduce paper reporting on new financial system (IMFO)

Measure: Significant reduction of GL paper reports

Strategy: Consolidation and Upgrade for Pay CV and Web CV applications (IMFO)

Measure: Implement during FY09

Strategy: Automation of the Catastrophic Leave Process (ELR, Benefits)

Measure: Reduces voids in Leave of Absence data entry and provides improved leave management for HR Unit Reps

Measure: Reduces calls/questions to Benefits office about Catastrophic Leave being applied

Measure: Employees receiving and giving donations can self manage their participation in program

Strategy: Automation to Benefit Event Change process (Benefits)

Measure: Implemented during FY09

Strategy: Develop a database bank into which furlough employees can input information for review by departments (C&C)

Measure: Furlough resume database is developed and operational in FY09

Goal: Increase Organizational Effectiveness at the Unit Level Campus-wide

Strategy: Lead at least six LEAN events out of Human Resources per semester (OE)

Measure: Improved efficiencies with units

Measure: Cost savings quantified

Goal: Improve Central Human Resources Processes

Strategy: Introduce web content management techniques to Contribute users (i.e. Web Liaisons) (IMFO)

Measure: Web pages are more cohesive, content is accurate and information is easy to find across Central HR Units for both employees and departmental needs

Strategy: Promote consistency, coordination and collaboration of Central HR units in providing services to the campus, both internal to Central HR (e.g., Central HR Leave Group) and in partnership with other campus offices (e.g., Behavior Risk Management) (All)

Measure: Utilization of cross-functional teams/resources

Measure: Senior HR Leaders report improved perception of consistency in Central HR applications

Strategy: Continue to improve the processes around FMLA and leave management (ELR)

Measure: As information becomes available relative to changes in FMLA, campus adopts readily and consistently

Goal: Work Redesign is a Commonly Applied Campus Strategy

Strategy: Provide work redesign assistance, especially in specific situations involving high employee turnover, leadership change, budget restrictions, or opportunities for technology application (OE)

Measure: Number of Organizational Effectiveness consults related specifically to work redesign

Measure: Amount of cost savings, technology enhancements, and employee participation related to change management

Goal: Unit Reviews Impact HR Processes

Strategy: Unit reviews are conducted on a regular schedule and in a timely manner (OE)

Measure: Number of unit review recommendations that lead to process improvements

Strategy: Implement a simplified process that could be utilized for Finance and Operations program reviews for FY09 and thereafter (OE)

Measure: Senior leadership satisfaction, results one year post review