

Employment Practices Review

Phase 3

SCOPE

- Academic, Administrative & Health Care
- Review results of surveys and assessments and identify areas of concern.
- Review any concerns received from “report a concern” related to equitable treatment.
- Interview human resources leaders
- Report - analysis and recommendations.

18,700 Invited to participate via email

- 102 phone calls
- 57 stated concerns @ inequitable treatment based on protected class

FINDINGS

- Recruiting and Hiring *
- Compensation
- Performance Evaluations (inconsistent reviews and lack of meaningful feedback)
- HR Structure
- Equitable Treatment of Employees*
- Fear of Retaliation
- Disability Accommodation and Leave Management

Recommendations

- Role Clarification (Salary setting) - EOD, Class & Comp, Senior HR leader
- EOD and Human Resources assess how to use EOD's audits to improve equitable treatment during the search process.
- Review the criteria and approval process for waiving the formal search process
- Implement Supervisor Training
 - Emphasis on UI's anti-retaliation policy
 - Additional training for supervisors on disability accommodation and leave issues.
- Evaluate OTAC's accessibility & outreach
- Assess how HR staff can be more accessible to employees, and increase their responsiveness to the workplace environment and employee concerns.
- Provide faculty hiring committees with uniform guidelines for the hiring process.
- Expand Path to Distinction (Provost) based on effectiveness of pilot

Next Steps – Emphasis on Training

Supervisor Training

3000 administrative supervisors (by December 31, 2020)

- Emphasize anti-retaliation policies
- Disability accommodation and leave issues
- Salary/compensation
- DEI imbedded into all sections – equitable treatment/implicit bias
- Importance of Performance Reviews and Coaching

Enhanced Training - Handling complaints & recognizing protected class concerns

for Senior HR leaders/HR Unit Directors/Program Managers, HR Community, conducted by EOD and UHR (By Fall 2020)

- Strategies to increase their responsiveness, assess the workplace environment and employee concerns
- Review handling complaints and recognizing protected class concerns
- Influencing with your leadership and your role

Next Steps – Improving and Clarifying Processes

Review of Compensation and Classification policies – (By Fall 2020)

- Initial review of current compensation and classification policies and procedures by Trevor Glanz and Kyle Anson.
- Recommendations developed and shared with Senior HR leaders and other stakeholders for input.
- New policies and processes finalized and shared with HR community (based on input).
- Area of focus will include role clarification; review salary setting process; and review career development compensation practices.

Search Process Review Committee – co lead by Jennifer Modestou/Jan Waterhouse (By Winter 2020)

- Evaluate OTAC's accessibility & outreach
- EOD & UHR assess how to use EOD's audits to improve equitable treatment during the search process.
- Review the criteria and approval process for waiving the formal search process
- Provide faculty hiring committees with uniform guidelines for the hiring process.

Complete Outstanding Recommendations from Phase I & II

- Human Rights Policy Revisions Pending
- Cross reference if there any other outstanding items



Supervisor Training@Iowa

Who

All administrative supervisors in a regular appointment who supervise faculty and staff

Why this matters

- Consistent access to supervisory and employment practices information for supervisors
- Support onboarding of supervisors
- Support recommendations from Staff Council, the DEI Action Plan, Working at Iowa, and the Employment Practices Review
- Emphasize the essential role of supervisors and their ability to make or break workplace engagement. In recent surveys:

83% of UI faculty and staff say their supervisor provides **helpful feedback** and acknowledges good work.

39% of faculty and staff say they **considered leaving** the UI within the previous 12 months.

60% of staff and 47% of faculty who considered leaving pointed to **departmental climate** as a factor.

What and How

Sessions	Assessment	Instructor-led (Whole Program)	Instructor-led (Single Sessions)	Online (ICON)
Overview of the Supervisor Role		✓		✓
Recruiting, Hiring and Onboarding New Employees	✓	✓	✓	✓
Engaging and Retaining Employees	✓	✓	✓	✓
Facilitating Performance and Coaching	✓	✓	✓	✓

Flexibility is key!

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Supporting This Initiative



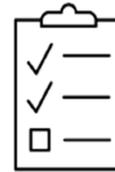
TAKE THE TRAINING EARLY

Encourage others to take the training early, and support local HR efforts to organize cohorts of participants.



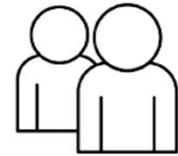
HELP SPREAD THE WORD

Share news and information through Staff Council channels, and have conversations in your departments.



KEEP IT ON THE RADAR

Follow-up with supervisors and ask them how it's going. Make time in meetings for supervisors to share what they learned and how they will implement it.



LISTEN TO CONCERNS

Invite supervisors to express concerns with you. Share feedback with Learning & Development.

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What we will accomplish in 2020

4 sessions



3000
supervisors



12,000
compliances

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So far...

Questions?