

**IOWA**

University Human Resources

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# Future of Work Pilot

## Final Report and Recommendations

UI Staff Council Presentation

May 11, 2022

# Summary of Recommendations

## Continue flex work as a permanent talent strategy

- **Not the Norm**
  - Must align with job function
  - Supports a residential campus student experience
  - Business rationale required
- **Annual Review/Expanded guidelines at the University level**
  - Annual review as part of performance review cycle
  - Additional questions in Work Arrangement application
- **Local decision making and approval at Org/Division level for in-state**
- **Mitigate risk and expanded approval for domestic and international**
- **Space utilization guidelines**

### UI Health Care

Developed a separate initiative designed to meet the needs of a 24/7 patient care environment.

### Corporate Shared Service Functions

- Information Technology (IT)
- Financial Services
- Patient Access Center
- Marketing and Communications
- Human Resources (HR)
- Compliance

<https://hr.uiowa.edu/administrative-services/current-initiatives/future-workiowa/future-work-pilot-and-final-report>

# Future of Work - Micro Unit Representatives

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## 25% leadership position – stretch assignment

- Diana Kremzar, UHR in this role effective May 16, 2022

## Micro Unit Representatives

- Heidi Zahner-Younts (Organizational Effectiveness, UHR)
- Terri Hein (Payroll, UHR)
- Sara Hoffman (Communications, UHR)
- Nichole Singer (Project Management, UHR)
- UI Health Care (regarding out of state work) – TBD
- Senior HR Leader - TBD

## Unit responsible for:

- Work Arrangement Application
- Updated Supervisor Training
- Risk Mitigation Framework/Case Management for Remote/Outside Iowa
  - Ogletree, Deakins, Nash, Smoak & Stewart, P.C.
- Policy Updates
- Metrics, Evaluation and Reporting

# Initiatives

Short Term	Long Term
<p><b>By End of April</b></p> <ul style="list-style-type: none"> <li>Hire Micro Unit leader 25% position - COMPLETE</li> <li>Begin relationship with Ogletree - COMPLETE</li> </ul>	<p><b>2022-2027 Strategic Plan</b></p> <ul style="list-style-type: none"> <li>Assess the potential impact of staff recruitment and retention of innovative workplace strategies such as flexible work (<i>Still in draft</i>)</li> </ul>
<p><b>Early May</b></p> <ul style="list-style-type: none"> <li>Establish micro-unit - COMPLETE</li> <li>Update work arrangement application</li> <li>Update process and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Working@Iowa data analysis</li> </ul>
<p><b>Mid to Late May</b></p> <ul style="list-style-type: none"> <li>Senior HR Leaders Training - process &amp; procedures</li> <li>Staff Council Meeting</li> <li>Updated self-service application live (May 16<sup>th</sup>)</li> <li>Comms to employees to complete new application</li> </ul>	<ul style="list-style-type: none"> <li>Annual performance evaluation process and analysis</li> <li>Annual attestation process</li> </ul>
<p><b>Month of June</b></p> <ul style="list-style-type: none"> <li>Initiation, review and approval of work arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Leadership report – Summer 2023</li> </ul>
<p><b>July 1</b></p> <ul style="list-style-type: none"> <li>Updated arrangements in the system</li> </ul>	

# Work Arrangement Application –Planned Updates

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- Additional questions added to application
  - NEW - Alignment with Guiding Principles
  - REVISED – Technology Questions
- Developing alert system
- Will require new application to be completed by July 1st
  - Align with University guidelines referenced in the report
  - Align with college and administrative unit practices (under development at ORG level)
  - Establish the on-going work arrangement (no longer a pilot)

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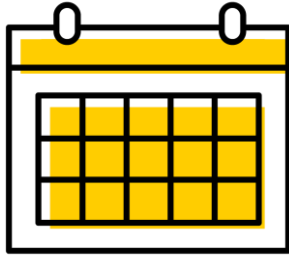
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# Phased Retirement Pilot Program Expansion

*PENDING BOARD OF REGENT APPROVAL AT JUNE MEETING*

May 2022

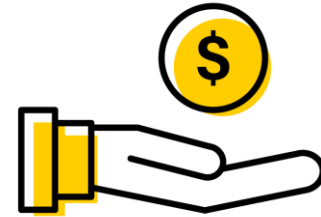
# Pilot Phased Retirement Program For University of Iowa



Effective  
June 3, 2022,  
through  
June 30, 2025



Extend maximum length  
to  
three (3) years



Expand current optional  
“up to 10%” salary incentive  
to both year one and year two of a  
three-year agreement

***Pending Board of Regent Approval***

*Pending Board of Regent Approval*

# What would Change?



## Pending Program

### Max of three (3) years

- Full retirement at end of phasing period
- If 3-year phasing period, employee's year one (1) and year two (2) must be between 50-65% effort, and only 50% effort in the third (3<sup>rd</sup>) year
- For phasing periods of one-year or less, the appointment cannot exceed 50%.

### Expansion of current optional "up to 10%" salary incentive

- Salary incentive available for year one **AND** year two if a three-year agreement.
- Salary incentive available for year one **ONLY** if a two-year agreement.
- Salary incentive **NOT available** if a one-year or less agreement.



# What is NOT Changing

## Eligibility



Regular faculty and staff in a 50% or greater regular appointment for 15 years,

**AND** attained age 57

## Benefits



### Insurance Benefits:

UI and employee contributions to health, dental, life, and disability remain at same levels as full-time appointment.

### Retirement Benefits:

Employees contribution will reflect their working percentage for both TIAA & IPERS.

UI contributions to TIAA will be based on employee's full-time salary. UI contributions to IPERS will reflect their working percentage.

### Time Off Accruals:

Vacation and sick time accrual rate will reflect the working percentage during the phased period.

***Pending Board of Regent Approval***

# Application and Approval Process

## Step 1:

*To be considered for the pilot, you must enter an approved phased retirement agreement between June 3, 2022, and June 30, 2025.*

Employee & HR Rep fill out the **Request to Participate in Phased Retirement form (pdf)**

Form can be found on the Phased Retirement website:

<https://hr.uiowa.edu/benefits/retirement/phased-retirement-program>

## Step 2:

Obtain appropriate administrative officers' approval:

### For staff:

- Departmental Executive Officer,
- Dean/Major Administrative Officer,

### For faculty:

- Departmental Executive Officer
- College/Division Leadership

### Completed form submitted to:

benefits@uiowa.edu

## Step 3:

Benefits reviews request form and creates the official agreement.

### Agreement is sent via DocuSign to:

- HR Rep
- Employee
- Departmental Executive Officer
- Dean/Major Administrator Officer
- Associate Provost (faculty only)
- Sr. Director, University Benefits

Once all e-signatures are applied to the agreement, DocuSign will send a pdf copy of the fully executed agreement.

***Pending Board of Regent Approval***

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