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.

**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

18,700 Invited to participate via email
- 102 phone calls
- 57 stated concerns @ inequitable treatment based on protected class
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
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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

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<th>Sessions</th>
<th>Assessment</th>
<th>Instructor-led (Whole Program)</th>
<th>Instructor-led (Single Sessions)</th>
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<td>Overview of the Supervisor Role</td>
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<td>Recruiting, Hiring and Onboarding New Employees</td>
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<td>Engaging and Retaining Employees</td>
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<td>Facilitating Performance and Coaching</td>
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**Flexibility is key!**
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Supporting This Initiative

**TAKING 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 \( \times \) 3000 supervisors = 12,000 compliances
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So far...
Questions?