

IOWA

University Human Resources

Future of Work Implementation, FY23

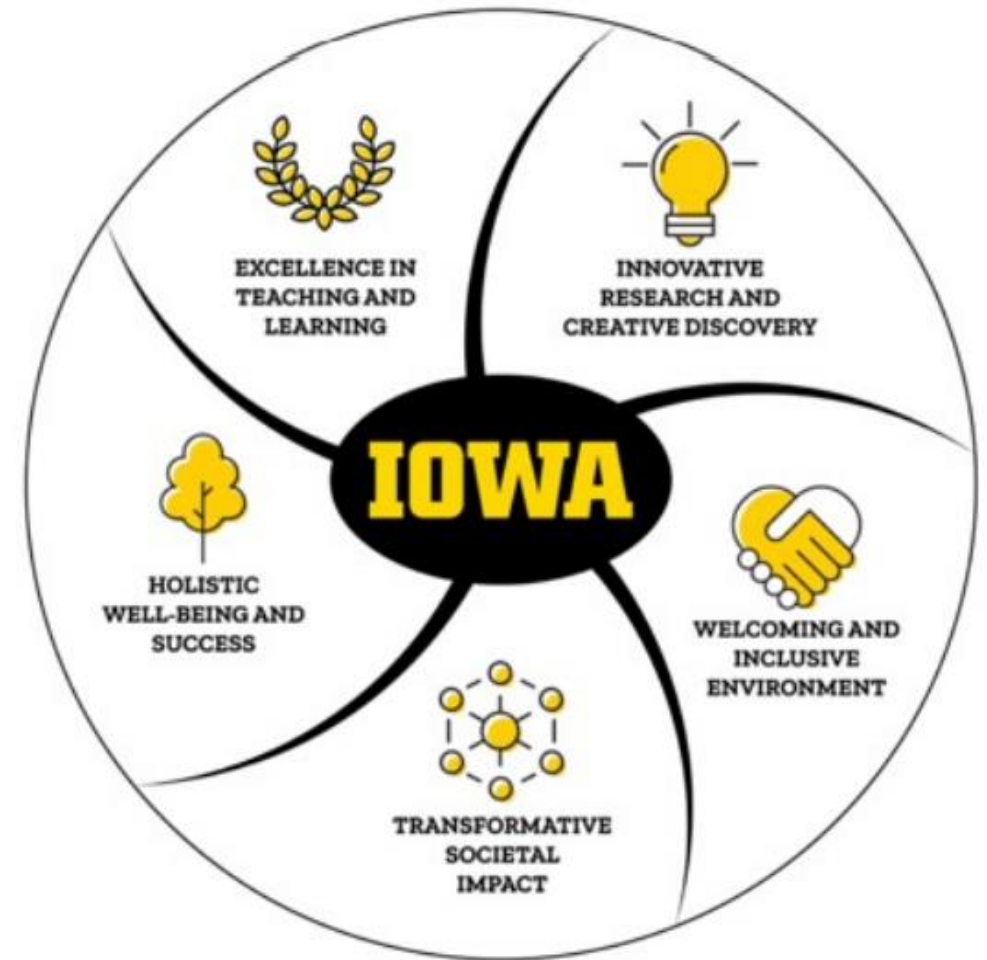
UI Staff Council Meeting

April 5, 2023

Alignment with Strategic Plan

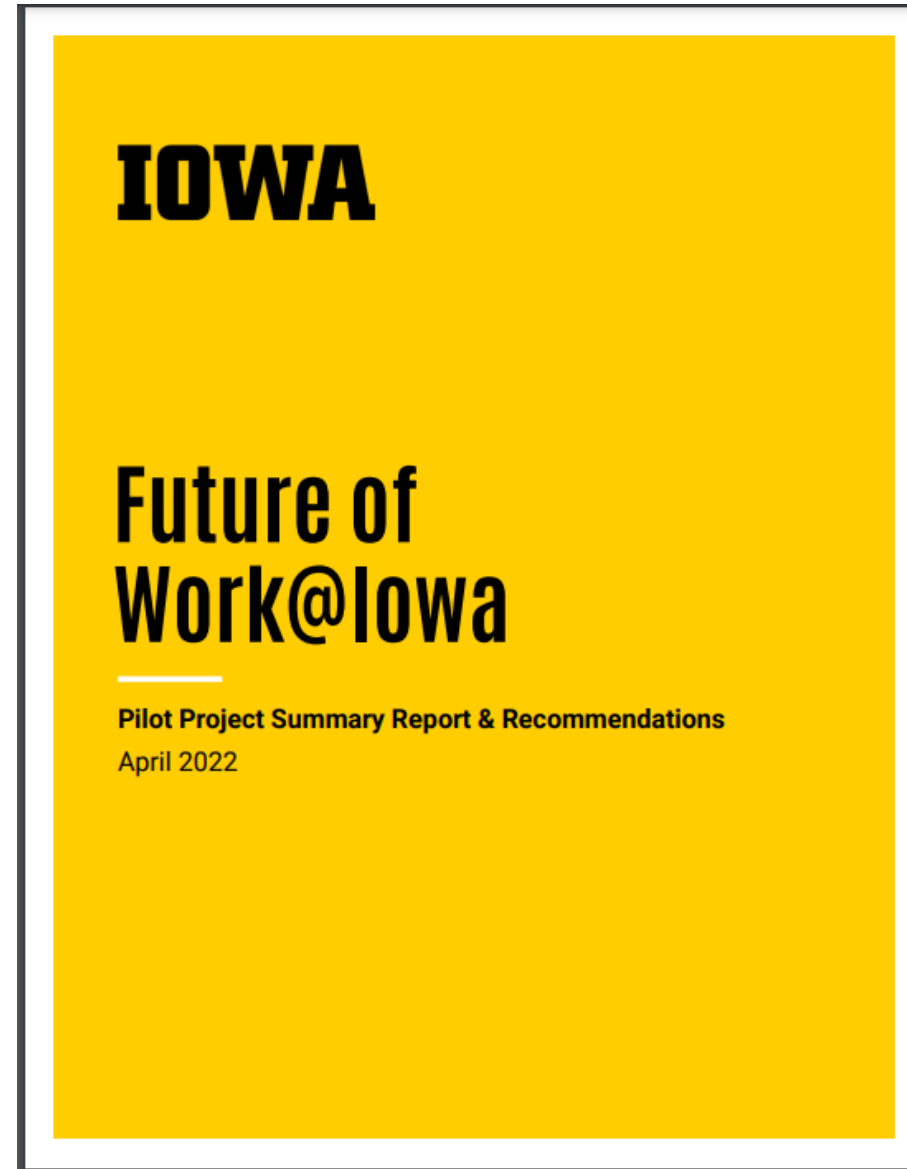
Goal 4: Holistic Well-Being and Success

- Objective: Retain talented faculty and staff through professional development, recognition, and a culture of connection and employee value
- Strategy: Assess the potential impact of innovative workplace strategies, such as flexible work practices on staff recruitment and retention



Ongoing Implementation

- Policy updates
- Supervisor training and resources
- Monitoring and assessing workplace culture
- Communication resources
- Risk mitigation (particularly for out-of-state remote/hybrid work)
- College and administrative unit review process



Definitions

Remote Work

- Job functions that can be performed from entirely off-campus locations

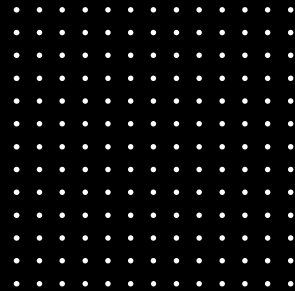
Hybrid Work

- Job functions that can be performed effectively from a combination of on- and off-campus locations.





Guiding Principles



→ All work arrangements must meet the following guiding principles:

1. *The work arrangement is supportive of the residential campus experience.*
2. *The work arrangement maintains or enhances service delivery to students, visitors, employees, patients, and stakeholders.*
3. *The work arrangement is in alignment with the functions of the position.*

Micro-Unit Implementation Team

- University Human Resources (UHR) will lead a Future of Work Micro-Unit Implementation team. This unit is responsible for the [work arrangement application](#); updated supervisor training; risk mitigation framework/case management for remote/outside Iowa; policy updates; metrics, evaluation, and reporting; and communication.

- **Diana Kremzar**
- Micro-Unit Lead (25% Stretch Assignment), UHR

- **Micro-Unit Representatives**
 - Heidi Zahner-Younts, Organizational Effectiveness, UHR
 - Terri Hein, Payroll Services, UHR
 - Nichole Singer, Project Management, UHR
 - Kyle Anson, UI Health Care (Out of State Work)
 - Talinda Pettigrew, Senior HR Leader, Division of Student Life

Work Arrangement Application

- Purpose to establish one mechanism and one repository to data collection on work location and arrangement to inform institutional data
- Approved forms upload automatically to employee's e-personnel file
- Information collected includes:
 - Work schedule
 - Work location
 - Technology and data considerations
 - Business justifications
 - Confirmation that each arrangement supports UI Future of Work guiding principles

UIHC Integration

- Effective December 5, 2022, eligible UI Health Care employees began utilizing the Flexible Work Arrangement application in Employee Self-Service to request and finalize remote and hybrid work arrangements
- Purpose to align with University form, take advantage of additional features (uploads to e-personnel), increased access to reports

“the transition has been mostly seamless for the frontend user. It is also helpful that it can be accessed directly from self-service.”-UIHC Leadership

Domestic and International Remote Work

Domestic Work
Arrangement
(outside of Iowa,
within United States)

- Used when request to work remotely from a U.S. location outside the state of Iowa for a period of more than thirty (30) consecutive calendar days

Temporary Overseas
Work Request
Agreement
(TORWA)

- Used when requesting to work from a non-U.S. location for a period of more than fourteen (14) consecutive calendar days. Faculty member/staff cannot perform services outside of the U.S. for more than 180 calendar days

Multi-State Compliance



Background:

In the spring of 2022, the University of Iowa established a committee to collaborate with an outside vendor, Ogletree Deakins employment law firm, to guide decisions related to out of state employment practices.

Multi-State Compliance Committee

- Terri Hein, Payroll Services, UHR (Lead)
- Diana Kremzar, Family Services, UHR (Microunit Lead)
- Todd Rent, Employee & Labor Relations, UHR
- Ann Byrd, Office of the General Counsel
- Kyle Anson, UI Health Care Human Resources
- Julie Cunningham, Senior HR Director, Information Technology Services
- Nichole Singer, Project Manager, UHR

MSC Committee Accomplishments

- Received risk assessments from OD for states in which UI currently has employees working
- Benchmarked with peer institutions
- Delivered recommendations to leadership
- Created and implemented an annual remote work location attestation process

Annual Remote Residency Attestation

- *New compliance for fully remote employees to complete an annual confirmation of state residency.*
- *Impacted population is fully remote residents within the United States, including the state of Iowa. Compliance is not required for employees in hybrid work arrangements.*
- *State residency is part of larger risk mitigation strategy to aid the university with payroll and employment law compliance.*

97% compliance!

Test Entry Form

This form will submit data to the TEST environment. The package will route based upon your Test Deployment Settings. Routed packages can be viewed by going to your [Test Inbox](#)

Employee Residency Attestation

Employee**Kremzar, Diana C**

Director, UI Family Services | PGB3
HR-Benefits Health & Productvty

City

Tiffin

County

Johnson

State of Residency

Iowa ▾

Attestation

I certify that I perform all or substantially all of my work as an employee for the University of Iowa in the city, county, and state identified above.

I certify that the above statement is true and accurate, and I understand that my failure to honestly specify where I perform university work may lead to discipline, up to and including termination of my employment.

I certify that I understand University of Iowa approval is required prior to making any changes to the above-specified work location, and that failure to seek approval prior to making a work location change may impact the terms and conditions of my employment.

I certify that I will notify my Senior HR Representative (for main campus employees) or local HR representative (for UI Healthcare employees) and obtain University of Iowa approval prior to making any change(s) to the above-specified work location and file a new "Employee Residency Attestation" for any such change(s) that may last (or is) thirty (30) days or longer. I further certify that I will file the new Employee Residency Attestation prior to making any such change(s) or, when filing prior is not reasonably feasible, no later than forty-five (45) days after such change(s).

I have read and understood the certifications above. By submitting this form, I agree to be bound by its terms and conditions.

[Submit to Workflow](#)

Implementation of an Employee Residency Attestation compliance to all remote employees located within the state of Iowa and out-of-state, domestic

Future of Work Supervisor Training: Leading Remote & Hybrid Teams

→ Target audience: current administrative supervisors of remote & hybrid employees

→ My Training: Course WLD005

WLD005	Leading Remote and Hybrid Teams	(none)	View Details
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→ 3 modules (video + supplemental worksheets)

- Preparing for a Successful Remote/Hybrid Team Experience
- Ongoing Engagement
- Holding Crucial Conversations in a Remote or Hybrid Environment



Performance Review Integration: Work Arrangement Question

A streamlined approach to automatically trigger an annual review of an employee's work arrangement without creating a new compliance.

Work arrangements include remote and hybrid work and/or a flexible schedule.

The [Work Arrangements policy](#) as stated in the University Operations Manual provides:

“Specific work arrangements may be discontinued by either the employee or the employing unit with a four-week notice unless an immediate and unanticipated operational need supports the discontinuation upon shorter notice.”

Note: *Work location or schedule should not be considered as an independent factor in the performance rating an employee receives as part of the annual review process. However, an employee's performance may impact an existing work arrangement.*

As the Supervisor, I attest to one of the following:

- This employee's current work arrangement (remote/hybrid/flexible schedule) has been reviewed and will automatically be extended through 3/31/2024.
- This employee's current work arrangement (remote/hybrid/flexible schedule) has been reviewed and employee will initiate a new work arrangement to reflect agreed upon update; or supervisor will extend to a new review date.
- The employee's current work arrangement has NOT been reviewed.

Work Arrangement Question (continued)

TEXT BOX (appears for any of the responses, required completion if NOT REVIEWED is checked)

Example Reasons to “check” **NOT REVIEWED**

- Short term arrangement that will end soon
- Modifications already in process

Evaluation

- Considering impact on:
- Student experience
 - Service delivery
 - Employee recruitment and retention
 - Work-team performance
 - Space utilization (have arrangements allowed orgs to repurpose space or advance mission goals?)

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