



HR2020 Strategic Plan

Indiana University Human Resources

“The HR2020 Initiative and your continued dedicated efforts will be among the most visible ways that Indiana University lives up to its claim that its people are its greatest asset.”

*President Michael A.
McRobbie, Ph.D.*



Colleagues,

During his State of the University address in October 2014, President Michael A. McRobbie challenged Human Resources to prepare the university for its bicentennial in 2020. His comments called on HR to review current programs and services for effectiveness and to make recommendations on the need for additional programs and change within our organization.

In October 2015, I met with the entire HR community to announce the HR2020 Strategic Initiative, our dynamic pursuit to effectively and efficiently meet the needs of our customers. As part of the initiative, we intend to build an HR community that fosters a strong culture, nurtures growth, and delivers processes that are nimble and adaptive to meet the changing needs of our employees and the institution.



From that meeting, the results of a KPMG survey of our customers, and the work of our HR Steering Team, we announced our new HR organization structure to begin the work of better responding to the needs of our customers. The underlying motivation for the HR2020 Strategic Initiative and new organization model is to ensure that HR helps employees, departments, and campuses accomplish their most important objectives, while also creating an environment where faculty and staff members feel engaged in their work and valued by the university.

This is an exciting time at IU as we explore these tremendous opportunities for growth and prepare for our bicentennial. I am committed to engaging the members of the HR community and our customers on this HR2020 journey, and openly communicating our progress along the way.

This initiative is an ongoing effort and there is still much work to be done. Visit our website at hr2020.iu.edu to view project updates and find information and resources.

Warm Regards,
John Whelan
Vice President for Human Resources
Indiana University



The work of Human Resources at Indiana University is decentralized, and the HR Community includes members from both IU Human Resources and from school and business unit HR groups across the university. To work efficiently as a team, we must come together to provide services to the entire IU community.

1 **Make HR a Source of Competitive Advantage**

HR must evolve to build the premier university we want to be, both in 2020 and well beyond. We need to focus on:

- acquiring and growing exceptional talent;
- innovating in all that we do with a sense of urgency; and
- delivering efficient processes with superior customer service

Designed, organized, and staffed accordingly, our new HR organization will be an active business partner in building these capabilities.

2 **Increase Our Talent Capabilities**

Our future success will be increasingly tied to the talent we can attract, develop, and retain. Building the leadership and competencies for us to succeed will be a primary focus of Human Resources over the next five years.

3 **“Leap Frog” Change**

We need to not just become “current” in our HR capabilities, but seize this opportunity to leap frog ahead of our peers. To do so, we need to leverage cutting edge technology to enable things like a shared HR Operations function, innovative organization and talent development capabilities, sophisticated decision and strategy support from experienced HR business partners, and the ability to acquire the best talent available with a premium employment brand, competitive pay and benefits, and a creative talent acquisition process.

4 **Fostering Change, Adaptation, and Growth**

Our culture must learn to embrace change quickly, while developing leaders who can spearhead the need for collaboration and change. We need to remain nimble with the freedom and ability to run our respective areas, while embracing a common framework that unites us as one collective team. Indiana University’s ability to adapt strategically, organizationally, and culturally will be a critical future success factor.

5 **Ensure Indiana University Remains a Great Place to Work**

We will always aspire to be a premier university that attracts and retains the best talent. In our communities, we will be an employer people are proud to work for, want to give their best to, and want to see succeed. More than ever, we are uniquely positioned to prevail as a leading edge university, recognized as a best place to work for years to come.



Our Vision

The Indiana University Human Resources community will be a trusted strategic partner driving results that establish Indiana University as a great place to work, learn, and grow.

Our Mission

The HR community supports IU as a premier education and research institution by:

- Fostering a culture of collaboration in inclusion;
- Proactively serving the HR needs of the IU community;
- Providing innovative solutions and exceptional service;
- Hiring, retaining, engaging, and inspiring people to excellence and;
- Leading by example.





Our Guiding Principles

The Indiana University Human Resources organization has long held the value of deep commitment to those we serve. While the way in which we serve our customers may change, and the mix of services we provide continues to adjust to meet emerging needs, our commitment to serve our customers effectively will remain the cornerstone of the HR organization. These guiding principles reflect how we approach our priorities and projects:

- Does it meet the needs of the people we support?
- Is it easy, simple, and intuitive?
- Does it promote collaboration and teamwork?

Strategic Priorities

The HR community supports IU as a premier education and research institution by:

Building a collaborative Human Resources community that is

- highly skilled,
- relationship-driven, and
- consistent.

Implement customer service and process efficiency to achieve

- easy access for employees and
- transparent communication.

Engage employees by

- understanding what employees need and want,
- creating a best in class orientation program, and
- providing tools to manage talent.





Build a Collaborative HR Community

HR Organization and Team Development

HR Organization Redesign

Design and implement an HR Organization Delivery Model and Structure that meets customer needs.

HR Community Engagement

Define and implement initiatives at fostering a strong, more collaborative culture within HR.

HR Competency Framework

Develop and implement an HR Competency Framework to be used in all aspects of HR talent management, specifically hiring, training and development, career path progression, and succession planning.

HR Professional Development

Create and implement an HR Professional Development Program.

HR Career Path

Define and Implement an HR career path that allows for cross training and career progression within the HR delivery model.

HR Mentoring Program

Develop and implement an HR mentoring program.



Increasing Employee Engagement

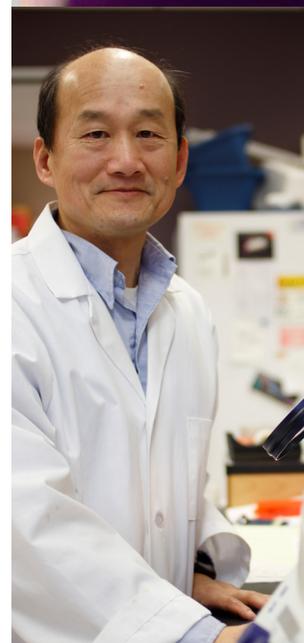
Understanding what Employees Need & Want

Employee Survey

Develop and implement an all employee survey.

Key HR Metrics

Create key metrics to measure the efficiency and effectiveness of HR.





Customer Service & Process Efficiency

HR Service Delivery and Process Improvements

HR Operations Customer Care Center

Design and implement an HR Operations center including call center, ticket system, knowledge base and HR portal with self-service tools.

Compensation Philosophy Design and Structure Redesign

Define and design the compensation philosophy, structures and administrative policies across IU.

Recruitment Redesign

Review/redesign the recruitment policies and processes, from posting and budgeting approval all the way through to offer acceptance and onboarding.

New Employee Orientation Process Redesign

Creation of university-wide orientation process for all employees.

Leadership Development & Manager/Supervisor Development

Create a comprehensive Manager/Supervisor training program for all levels of proficiency that can be used across all of IU.

New Performance Management System

Create a new performance management system with a clear philosophy and guidelines for administration.

Learning Management System

Select and implement a LMS for all IU training.

University-wide Functional Career Paths

Define and implement functional career paths across the university.

Mentoring Program

Develop and implement an HR mentoring program.

Succession Planning

Develop a succession planning process with guidelines to be used across all IU campuses.



The most recent information regarding our initiatives and progress will be on the HR2020 website at hr2020.iu.edu. Throughout the five years covered by our strategic plan, we will provide updates about the progress we are making with our key initiatives. Progress will also be provided through:

- Email communications,
- Reports to the President, with updates to the Cabinet as appropriate, and
- News articles in *Inside IU* and *HR Today*

Employee feedback is vital to our success, so we will continue to actively and regularly seek input, make changes where feasible, and encourage all those served by HR to contact us at any time with input and questions: askHR@iu.edu.

For FY16-20, in alignment with the mission and strategic priorities of the university, we will focus on a collaborative HR community, customer service and process efficiency, and employee engagement. Inspired by the university's founding grant, our guiding principles will enable us to strengthen Indiana University's workplace.

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