

ANNUAL REPORT

20



19



VCU Human Resources

TABLE OF CONTENTS

03

FROM THE AVP

Cathleen C. Burke, Assistant Vice President of HR

04

CONTINUED WORK ON GREAT PLACE

An overview of the new strategic direction for VCU HR

05

A CLOSER LOOK SERIES

Employees share how the new HR plan works for them

08

LISTENED TO STAKEHOLDERS

Learn about improvements made in 2019

10

BY THE NUMBERS

Facts and figures from 2019

11

IMPROVED QUALITY AND SERVICE

While saving time and money

FROM THE AVP



Dear colleagues,

I am pleased to share the VCU Human Resources 2019 annual report. The work featured here is the culmination of efforts from HR professionals, HR associates, faculty, staff, and many human resources partners. VCU HR continues to *Make It Amazing* by using data-driven methods to strategically develop programs for staff recruitment and retention. HR also continues implementation for two key projects: the Great Place HR Redesign and service delivery model. HR continues to develop a culture of appreciation at the university. This work is transforming HR into a strategic business partner at VCU and allows us to design new ways of doing business with student success and excellent customer service at the heart of our mission. I thank each of you for your hard work and dedication to VCU. I look forward to all we will accomplish together in 2020.

Best wishes,
Cathleen C. Burke
Assistant Vice President of Human Resources

CONTINUED WORK ON

GREAT PLACE HR REDESIGN



The Great Place HR Redesign modernized VCU's HR policies and programs to support the university mission, vision and strategic priorities. The new HR plan makes VCU a great place to work where employee success is supported and careers thrive.

Highlights of the HR Redesign:

- career development
- market salary ranges
- merit salary increases
- performance management
- succession development
- leadership development
- modernized leave plan
- job families and career paths
- recruitment and retention
- process improvement
- data analytics
- technology enhancements

With the design of the new HR plan, we were able to keep the things we appreciate most about state employment, like the VRS retirement benefits, COVA health benefits, flexible spending accounts, employee wellness program, employee discounts, and the tuition benefit.

MAKE IT AMAZING

More than **80%** of VCU's non-faculty workforce is enrolled in the Great Place HR Redesign.

A CLOSER LOOK AT

CAREER DEVELOPMENT

As an institution of higher education, lifelong learning is an integral part of VCU's core values. The university is committed to offering learning opportunities through career communities for employees to improve current job effectiveness, interact with other employees in similar roles, prepare for career advancement, and enhance career development.

SHEMEKA NEGRON

LEAD HR ASSOCIATE, VCU HUMAN RESOURCES

- **How long have you worked at VCU and which positions have you held?**

I've worked in VCU Human Resources for more than 3 years and have received two promotions within that time. I've learned a great deal about the university, the human resources profession and my own strengths by working in these positions.

- **What's been your experience with the career development program at VCU?**

Last year, I served as treasurer on the leadership board for the first career community pilot. In that role, I helped to draft the career community bylaws, scheduled programs for members and ultimately launched the community at the conclusion of the pilot. We invited speakers from around the university to present on topics like leadership, progressive discipline and navigating the visa process. The career development program at VCU also focuses on mentoring. I worked alongside the program director to develop the mentoring pilot program, which will soon roll out to the university. I currently serve as a mentor for an HR assistant in my area. I've trained him on processes like HR transactions, onboarding, communicating with employees, and managing fiscal operations.

- **Why have you chosen to stay at VCU?**

I work with a great team. There's opportunity for growth and the work is challenging yet fun. I learn something new everyday. Even as a veteran having served in the military in the past, this is by far the best team I've worked with in my career.



A CLOSER LOOK AT

CAREGIVER LEAVE

VCU knows that employees will occasionally need to take time away from work to care for loved ones, but doing so with a full time job can be difficult. This is the reason behind the new caregiver leave for VCU employees. Those with one or more years of continuous service at VCU are eligible for paid caregiver leave to serve as primary caregiver for a sick child, elder or other immediate family member, such as a spouse, parent, stepparent, sibling, grandparent, etc.

PRISCILLA CLAYBORNE, TH.D.

GRANT ACCOUNTANT, UNIVERSITY CONTROLLER'S OFFICE

- **Describe the situation that required you to take this leave.**

My oldest sister was physically disabled. Her mental faculties were strong, but she needed help completing daily activities and getting around. Since she couldn't care for herself, I became her primary caretaker. I would help her get dressed, eat meals and move around. When she tried to feed herself, it seemed to be in slow motion because of her lack of physical strength. These are things we regularly do on our own that many of us take for granted.

- **Do you feel like the caregiver leave offering is a good benefit for employees at VCU? If so, why?**

The caregiver leave benefit was a true blessing for me, my sister and anyone who needs it. If I didn't have this leave option, it would have been impossible for me to provide the level of care my sister needed, which could have led to a hefty financial burden for in-home care. The caregiver leave benefit was one of the main reasons I enrolled in the Great Place HR Redesign. It allowed me to be there for my sister in her final days without the fear of losing my job because of the time I needed to take. It was a true blessing that I didn't have to sacrifice the remaining time I had with my sister, so for that I am truly grateful.



A CLOSER LOOK AT

COMMUNITY SERVICE LEAVE

VCU employees care deeply about the university and surrounding community. One of the many ways employees show they care is through the use of community service leave. University and Academic Professionals and Classified staff are granted 16 hours of paid time off to engage in community service activities. Another 16 hours of enhanced community service leave are provided to University and Academic Professionals for activities sponsored by VCU or VCU Health.

SARAH NEELY

OFFICER OF ANNUAL GIVING AND CORPORATE SPONSORSHIPS, VCU LIBRARIES

- **Describe your community service volunteering activities.**

I participated in three volunteering activities this year:

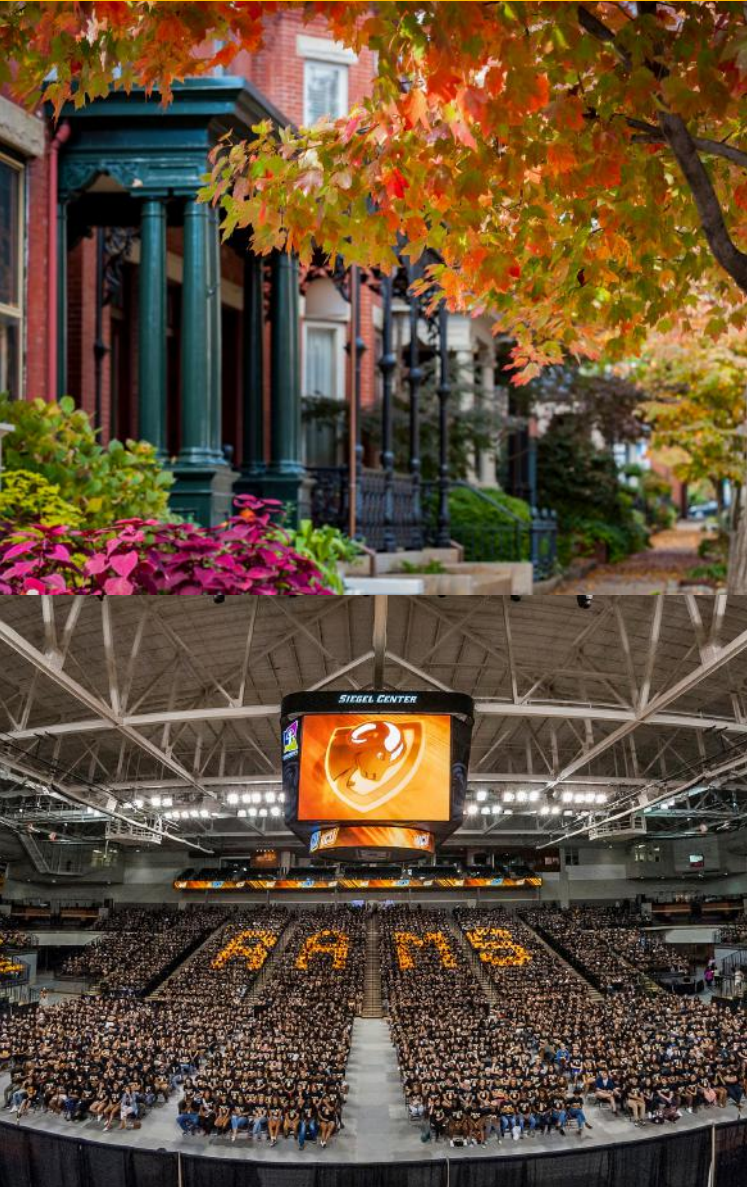
- *VCU Alumni Richmond Chapter Ultimate Backpack Supply Drive* – Using enhanced community service leave, I served as logistics lead sorting supplies and filling backpacks for children attending Richmond public schools.
- *VCU Alumni Richmond Chapter Unwrapping Holiday Wishes* – Also using enhanced community service leave, I served as a shopping buddy and picked out winter clothes for a student from Richmond Public Schools. The RPS kids were allowed to choose one toy to donate to the Children's Hospital of Richmond. My student chose to split the money for two smaller gifts, one for a girl and one for a boy.
- *Celebrate! RVA* – Using community service leave, I served as a birthday party coordinator for a child in an underserved part of Richmond. The group at Celebrate! RVA works to give disadvantaged children a fun and safe birthday celebration that makes them feel cared for on their special day no matter their circumstances.

- **How did the community service leave offering allow you to be able to complete these community service activities?**

My manager was extremely supportive of me taking time to give back to VCU and to the community. Giving back is part of the culture here and one of the many reasons why VCU is a great place to work.



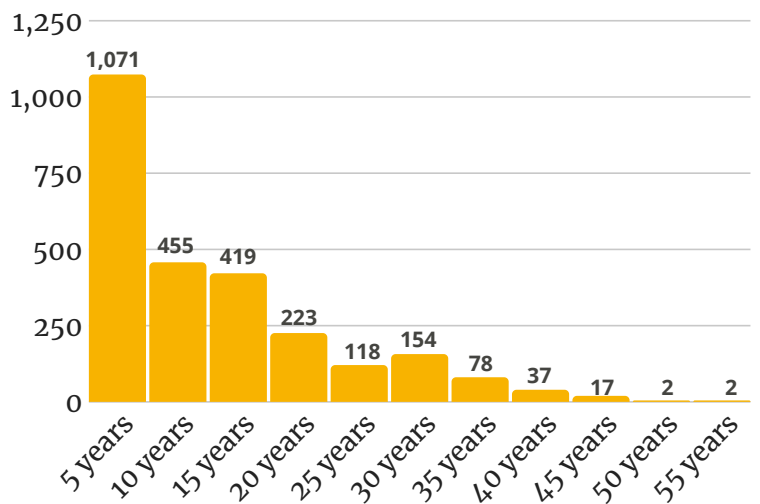
LISTENED TO STAKEHOLDERS AND MADE IMPROVEMENTS



MAKING SERVICE RECOGNITION MORE MEANINGFUL

The VCU HR Work, Life and Well-being program completely revamped the Service Recognition Celebration for VCU and VCU Health. Changes in 2019 included improved event design, enhanced catering and a more robust selection of recognition gift options.

2,576 faculty and staff recognized in 2019



SERVICE RECOGNITION CELEBRATION MILESTONE GIFT

Along with other Service Recognition Celebration enhancements, a VCUarts student was chosen to design the 2019 milestone gift given to long-term VCU employees. The student created a wooden clock with an engraved image of Monroe Park.

LISTENED TO STAKEHOLDERS AND MADE IMPROVEMENTS



ROUND-THE-CLOCK BENEFITS INFORMATION

Ask ALEX, the digital benefits decision tool, launched in summer 2019. Since then, usage numbers have climbed to more than 1,700 unique visits.

86% of survey respondents stated that Ask ALEX gave them a better understanding of their health plan options.

IMPROVED WORK, LIFE AND WELL-BEING PROGRAMS

VCU HR instituted a formal collaboration with VCU Recreational Sports to enhance health and well-being programming for faculty and staff, including more offerings on the MCV Campus.

"I want to take a minute to tell you how much I appreciate and enjoy the well-being programming, especially Chair Yoga. It provides such a restorative break in my workday. It does so much more than just get me out of the office; it clears my head and helps me de-stress. I might even go so far as to say it makes me more productive when I return."

- Deborah Butler, Associate Director, Center for Cultural Experiences in Prevention, Department of Psychology

STREAMLINED PERFORMANCE MANAGEMENT REVIEWS

The performance management cycle is now aligned with the calendar year. Performance review process changes were based on employee and manager feedback, including refreshing the Talent@VCU website and placing more focus on feedback conversations.



2019

BY THE NUMBERS

80

Work, Life, Well-being programs in 2019

438

University and Academic Professionals hired

2

Salary increases given to VCU employees in 2019 – first merit salary increase for staff in VCU history

100%

University and Academic Professionals and Classified staff are paid at market, on average

10+

Active career communities representing VCU job families



IMPROVED QUALITY & SERVICE WHILE SAVING TIME & MONEY

VCU HR made many process improvements in 2019, which resulted in time savings and enhanced service delivery.

- Outsourced employment verifications to The Work Number allowing for 24/7 service availability
- Automated employee notification process for lost leave, economic interest, training requirements, etc.
- Streamlined employee transaction processes
- Developed a leave calculator for University leave
- Launched automatic workflow for leave requests using DocuSign

VCU EXECUTIVE SEARCH TEAM

7

executive searches completed in 2019

\$420K

saved instead of using search firms

13

open searches moving into 2020

HEAR IT FROM THE CLIENTS

"I thought the process was great and appreciated all of the support. The passion from the HR team was there. Thanks again and I look forward to utilizing this group for future recruitments."

"The HR search team did an excellent job in developing the position description, job posting, search committee resources, and interview questions. This work was a huge time saver for the search committee. The HR team did a fantastic job in coordinating all the logistics for the airport and campus interviews. Throughout the whole process, the HR search team was professional and provided exceptional service."



VCU

Human Resources