



VCU Human Resources

2021

ANNUAL REPORT





VCU

Human Resources



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A NOTE FROM THE AVP

Looking back on 2021, we faced challenges and we conquered them. In many instances, those challenges paved the way for great innovation at VCU and around the world. The pandemic allowed us to redesign the way we learn, work and live. On the other hand, the Great Resignation occurred during this time and I want to personally thank you for your dedication to VCU. In 2021, we built on what we learned in 2020 and actively planned for the future.

This annual report takes a look at all we accomplished together last year. The work completed in VCU HR positively impacted employees, improved students' lives and strengthened the university community as a whole. I couldn't be more proud of your hard work and success. Thank you to each of you for everything you did in 2021 and everything you're doing now.

Looking forward to 2022 with the best team!

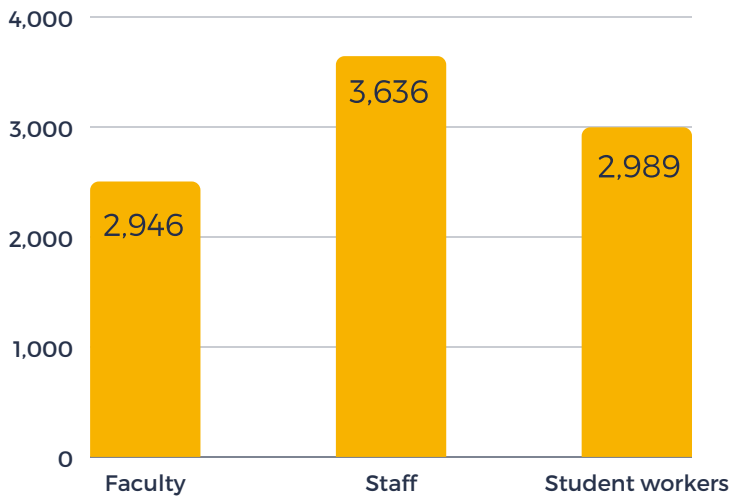
Sincerely,

CATHLEEN BURKE

ASSISTANT VICE PRESIDENT

WORKFORCE BY THE NUMBERS

AT VIRGINIA COMMONWEALTH UNIVERSITY

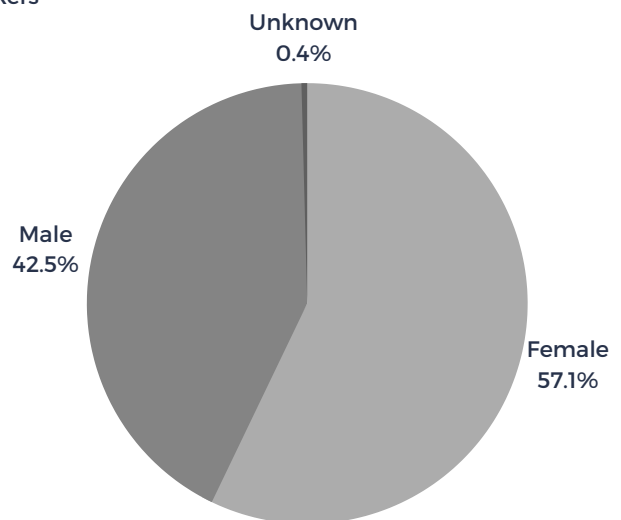


EMPLOYEES AT VCU

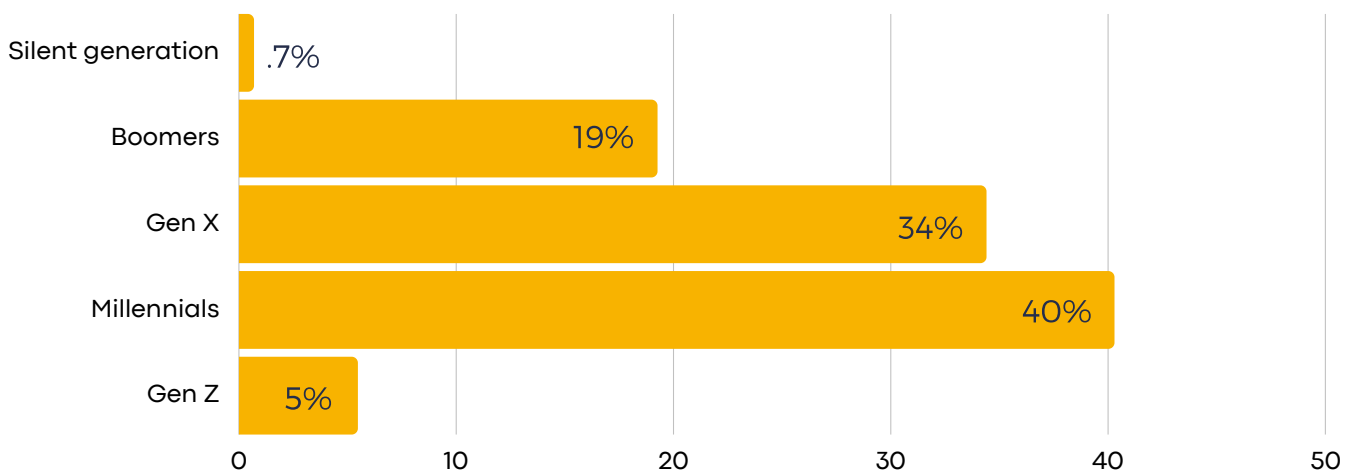
In 2021, VCU employed 2,496 **faculty** members, 3,636 **staff** members and 2,989 **student workers**. Total: 10,808 employees.

GENDER PERCENTAGES

Females made up slightly **more than half** of the employee population at VCU. Less than half of 1% of employees did not disclose their gender, which makes up the "unknown" category.



GENERATIONAL BREAKDOWN



I. Diversity, equity and inclusion woven into everything we do

II. Championing employee well-being on and off campus

III. Making VCU a great place to work

IV. Looking ahead to the future

I. DEI WOVEN INTO EVERYTHING WE DO

INSPIRE

In 2021, VCU HR held three **career development** panels with diverse panelists from various parts of the university who described their career journeys and the challenges they overcome. These panels empowered employees and reminded them to always continue growing and learning.

“

Know what you stand for or you'll lose your direction. If you're looking to achieve a goal, know your end game. People will try to derail you, but you can stand strong knowing your purpose.

– **Nicole Dailey, deputy chief of police, VCU Police**



”



“

Never lose sight of where you want to go. Remember to dissect criticism to pinpoint where you can grow. Don't feel beaten down by bad feedback.

– **Avian Goldsmith, HR manager, School of Pharmacy**

”

I. DEI WOVEN INTO EVERYTHING WE DO

The **career development program** prepares employees to grow and learn new things in their position at VCU.

In 2021, the team hit **two major milestones**. All 18 career communities were launched and those communities held 36 events with more than 1,000 total participants in attendance.



As a result of the flexible work arrangements that began in 2021, the career communities were able to embrace virtual and in-person events. This allowed virtual participants to attend from all over the globe in real-time and allowed for rich interpersonal collaboration among in-person participants.

The **HR Career Community Executive Team** planned informative and useful events for career community members, including workshops on implicit bias in the workplace, open enrollment information sessions, maintaining career development in a virtual/hybrid world, as well as diversity, equity and inclusion sessions, among many others.



Serving as co-chair for the HR Career Community Executive Team has been an amazing experience that allowed me to connect with colleagues across VCU that I might not have otherwise had the opportunity to work with. The career community has helped me develop my skills in leadership, teamwork and program management. I'm so glad I had the opportunity to serve on this amazing team!

– Celia O'Hallahan, Talent strategy
associate, VCU Human Resources



I. DEI WOVEN INTO EVERYTHING WE DO

INCLUDE

Military veterans hiring in 2021 was the highest ever at **52 veterans hired**, demonstrating VCU's strong commitment to inclusion and belonging. VCU remained steadfast in its commitment to individuals with disabilities by a continued partnership with the ACE-IT program, which helps prepare students with disabilities to enter the workforce.

The **Executive Search Team**, responsible for filling leadership positions at VCU, sourced Camille Burnett, AVP for education and health equity, VCU Inclusive Excellence.



“VCU's executive search team made every effort to welcome me with genuine warmth and attentiveness. My time spent in the process set a positive tone about the institutional culture and environment, which was both reassuring and impactful.”

– **Camille Burnett, AVP for Education and Health Equity, VCU Inclusive Excellence**

INNOVATE

In 2021, VCU HR continued to innovate. The Benefits Administration team increased not only the overall **flexibility**, but also the number of **choices** that employees make when enrolling in the VCU retirement savings plan. This resulted in a more **personalized, tailored plan** for each individual employee.

The team also added **new retirement resources**, including **on-demand** retirement information sessions in Talent@VCU for employees to explore.



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II. CHAMPIONING EMPLOYEE WELL-BEING

INSPIRE

The **work, life and well-being team** brings VCU employees programs like strength training, meditation/mindfulness sessions, financial wellness seminars, investment tips, and more. The **HR well-being blog** continues to inspire and motivate colleagues to focus on their health and wellness. Colleagues frequently share how the blog posts remind them to prioritize their own health. HR now provides mental health resources on [RamStrong](#), with more added all the time. Visit the site to see what's available today.



WOW! This has to be one of the best [blog posts] I've read in a long time about the negative effects of multitasking. This article brought it home for me. I'm intrigued by what I've read and plan to buy the book so that I can read more about it.

- VCU employee



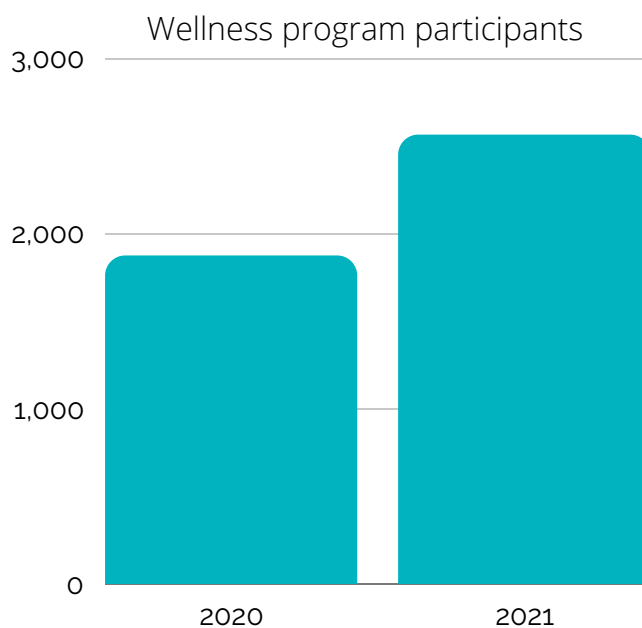
II. CHAMPIONING EMPLOYEE WELL-BEING

INCLUDE

HR **well-being programming** is more inclusive than ever before and has reached the **highest number of employees** to date. With a wide range of topics, from financial wellness to mental well-being, these programs are offered at a variety of times to suit every schedule.



The number of **program participants continues to climb** from 2020 to 2021 as more employees take advantage of the virtual sessions and wide range of well-being topics.



INNOVATE

Employees also enrich their well-being through **training** provided by VCU HR, including DEI training. DEI training educates employees on how to best support an inclusive workplace where diversity is celebrated. Recent trainings: unconscious bias, leading diverse teams, conducting an inclusive search, emotional intelligence, generational management, and psychological readiness, among others.



I. Diversity, equity and inclusion woven into everything we do

II. Championing employee well-being on and off campus

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III. MAKING VCU A GREAT PLACE TO WORK

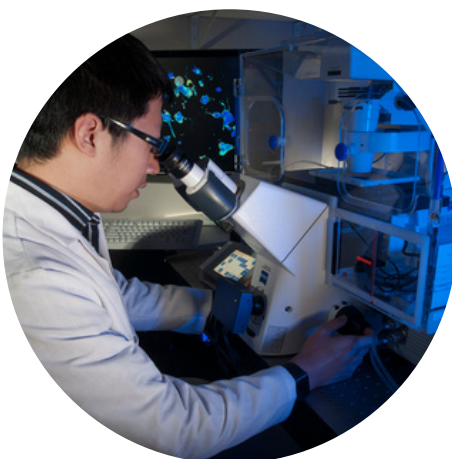
INSPIRE

VCU HR inspired colleagues around the university and the Richmond region with progress made on **HR infrastructure**, including onboarding, new employee orientation, performance review processes, communications, and updated policies related DEI efforts and the new way of working. HR designed **new positions** that are aligned with **future work plans**, which will strengthen data analytics and business intelligence. VCU HR ensures that the university remains a **top employer of choice** by actively embracing innovation, inspiring others and utilizing evidence-based solutions in the workplace.



INCLUDE

The **Great Place HR Policy** was designed to be **inclusive, fair** and **supportive** of diversity in our workplaces. This year we took a step back and checked our design against the results. In most areas, we are successful in ensuring that all demographics experience HR redesign features **fairly** and **equitably**.



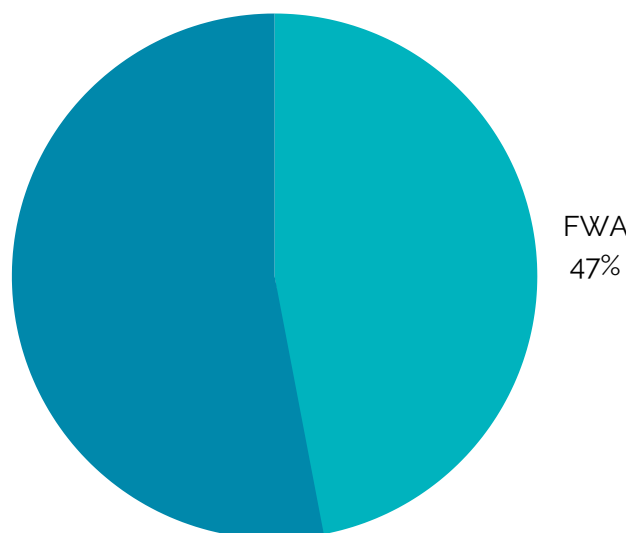
INNOVATE

While the Great Place HR policy supported the adoption of **flexible work arrangements** (FWAs) from the beginning of the HR Redesign, the pandemic allowed VCU team members the opportunity to demonstrate that this flexibility makes sense and allows for greater work/life balance.

FLEXIBLE WORK ARRANGEMENTS

Nearly **half** of staff employees have an FWA on file in 2021 and beyond. VCU HR now has an annual process in place for updating employee FWAs.

Non-FWA
53%



TECH INNOVATION

The internal **Talent@VCU website** further expanded its offerings in 2021. New items include goal setting, training, compensation, and annual performance reviews. The new check-in tool allows continuous dialogue between managers and teams to drive better alignment, mentoring, and

ongoing performance development. The system launch included enhanced business processes, training and reporting to improve the overall employee experience. **Talent@VCU Recruiting** launched in 2021 as the main web page for prospective candidates to view and apply for positions at VCU. Talent@VCU Recruiting allows external and internal candidates to create an online application, track the hiring process and check their application status. The agile implementation utilized test web page users to identify improvements, create instruction guides and provide timely technical support to mitigate any issues impacting user experience.

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IV. LOOKING AHEAD TO THE FUTURE

INSPIRE

VCU HR **work plan** for 2022:

- Revamping mentoring program
- Group career counseling
- Employee surveys
- Employee retention focus groups
- DEI presentations
- Organizational effectiveness tools
- Strengthening data analytics
- Career pathing project buildout



INCLUDE

VCU HR will continue to **support employees** and **advance DEI** by:

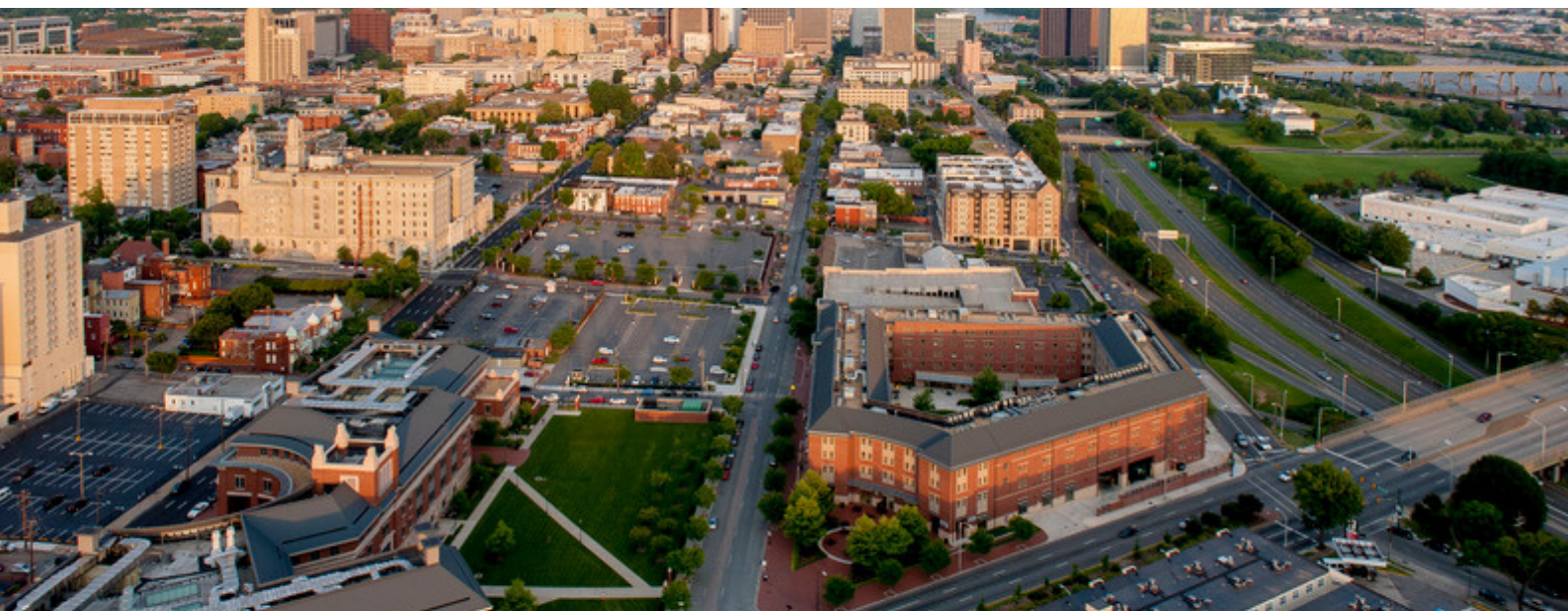
- Emphasizing recruitment and onboarding of diverse employees
- Enhancing learning and well-being offerings
- Administering performance management process fairly and consistently
- Focusing on continuous improvement of HR functions

IV. LOOKING AHEAD TO THE FUTURE

INNOVATE

VCU HR is currently creating a new way for employees to move forward in their career. **Career pathing** is a process that retains top employees by providing a framework for advancing in their career using career path tools. VCU HR will launch the career pathing project in 2022.

Continuing the innovation, HR recently launched the **organizational effectiveness (OE) program**, which strategically partners with employees and leaders to tackle challenges and achieve effective, diverse and high-performing teams across the university. An intentional focus on diversity, equity and inclusion is what drives its success. The team will begin working with VCU departments in 2022.



HR has continued to excel in **employee customer service** and has fundamentally adjusted business practices and virtual services. The **HR service and support tool** tracked support inquiries and enabled the tracking of detailed records and outcomes. In 2021, HR received and resolved **hundreds** of cases related to benefits, information management and compensation, among others. In 2022, the tool will expand to include many resources for HR professionals and internal information for VCU employees.

We are looking forward to what **2022** will bring to VCU and Human Resources!





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