EXECUTIVE SUMMARY OF PROPOSED POLICY:
Working @ VCU: “Great Place” HR Policies

New Policy ☐ or Substantive Revision ☒
Policy Type: Administrative
Responsible Office: Human Resources, Vice President of Administration
Draft Date: 08/14/2020
Initial Policy Approved: 05/22/2017
Revision History: 02/02/2018, Working @ VCU: “Great Place” HR Policies (minor revisions); 03/02/2018, Working @ VCU: “Great Place” HR Policies (minor revisions);

Governance Process Tracking:
If new BOV policy, enter date and name of President (or designee) approving development of policy: N/A
If new Administrative policy, enter date and name of President’s Cabinet member approving development of policy: N/A
Integrity & Compliance Office Review: 01/14/2021
University Counsel Review: 02/25/2021
Public Comment Posting: MM/DD/YYYY
University Council Academic Affairs and University Policy Committee Review: MM/DD/YYYY
University Council Review: MM/DD/YYYY
President’s Cabinet Approval: MM/DD/YYYY
Board of Visitors Approval (if applicable): MM/DD/YYYY

1. Why is this policy being created ☒ or revised ☒?

This policy was revised in accordance with the triennial review process. As a result of the review process, substantive revisions were made to reflect current HR practices. Information was also added for clarity.

2. New policy ☐: What are the general points or requirements covered in this policy? or

Please see addendum for list of all substantive changes
<table>
<thead>
<tr>
<th>Revised policy ☒: What are the substantive differences between this draft and the current policy?</th>
<th></th>
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<tbody>
<tr>
<td>3. Which stakeholder offices or personnel have provided input into this policy draft?</td>
<td>N/A</td>
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<td>4. Which other universities’ policies or resources (e.g., laws, regulations, etc.) did you consider when preparing this draft?</td>
<td>N/A</td>
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<td>5. What is your general assessment of this policy’s impact on the university community?</td>
<td>The revised policy will provide clearer information on several HR policies as well as new procedures that are applicable to members of the university community.</td>
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<tr>
<td>6. What is your plan to implement this new policy or policy revision (e.g., raise awareness and train relevant audiences and monitor for compliance)?</td>
<td>Training on the changes to the policy will be provided to Human Resources professionals. The “Great Place” tutorials in Talent@VCU will be updated to reflect the changes of the policy and agreement. The HR department’s current compliance practices will continue to monitor any compliance measures related to this policy.</td>
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ADDENDUM

GREAT PLACE POLICY SUBSTANTIVE REVISIONS

The following list includes substantive revisions beyond minor changes such as formatting, grammar, etc.

I. Employee Groups

- Under Academic Professional, reference to the “Guidelines for Academic Professionals and Professional Faculty” removed since the document was only for the purposes of the initial conversion and has been archived
- Procedures: Transition for Classified Staff updated to reflect periodic enrollments
- Procedures: Transition for A&P Faculty Positions DELETED
- Adjunct faculty, wage employees, student employees, graduate assistants and postdoctoral scholars are “not eligible” CHANGED TO “ineligible for most” state employee benefits.

II. Employment of University and Academic Professionals

- Carry-out Probationary period: REMOVE reference to A&P and Classified employees who converted (no longer applicable)
- ADDED “or resign in lieu of termination for cause” are not eligible for rehire

III. Compensation of University and Academic Professionals

- References to “annual” salary review/performance review processes CHANGED TO “in accordance with their approved school or unit methodology”
- Additional language added for clarification to Off-cycle salary increases: “Off-cycle salary increases take into consideration internal alignment, retention and other factors to the salary decision that are pertinent to the individual employee.”
- ADDED: Pay Transparency Statement

IV. Performance Management for University and Academic Professionals and Classified Staff

- No substantive changes

V. Career Development for University and Academic Professionals and Classified Staff

- No substantive changes

VI. Leadership Development for University and Academic Professionals and Classified Staff

- No substantive changes

VII. Employee Relations for University and Academic Professionals

a. Dispute Resolution

- Mediation contact information CHANGED TO “For additional information on the university’s mediation services, please contact VCU HR Employee Relations.”
- What does not qualify as a grievance REVISED:
  - Clarification of timeframe: “Complaints that are not pursued in a timely manner (To be timely, the grievance form must be delivered to the manager or human resource office...”
resources within 30 calendar days following the date the employee receives the action which is the subject of the complaint.”

○ Performance management actions further defined: “Midyear or annual performance reviews, including imposed probation as a result of the review”

○ “Verbal or written warning and imposed probation not involving discipline” CHANGED TO “Any informal disciplinary action”

○ REMOVED: “Issues concerning the fairness or equity of laws, policies or institutional practices rather than their applicability to the employee”

○ REMOVED: references to “This policy does not cover complaints related to unlawful discrimination, including discriminatory acts that violate university policy.”

○ ADDED: “except employees may continue to pursue claims of unlawful discrimination, harassment or retaliation through such processes in accordance with federal and state law”

● Scope of Grievance: ADDED “Two separate grievances filed by an employee may be combined into one grievance.”

● Panel Review section REMOVED to reflect current process of HR determination to proceed with panel hearing

b. **Employee Conduct and Steps of Progressive Discipline**

● ADDED: “Informal Written Counseling Memorandum with accompanying improvement plans are strongly encouraged before formal progressive disciplinary action is taken.”

● ADDED: “Formal disciplinary action may not be issued without appropriate due process notice to the employee.”

● Formal disciplinary steps REVISED:
  ○ “Verbal Warning” CHANGED TO “Written Warning I”
  ○ “Written Warning” CHANGED TO “Written Warning II”
  ○ Imposed Probation Timeframes: “45’ Day Timeframe added = “30, 45, 60, or 90 calendar days”
  ○ REMOVED “Administrative Leave Without Pay” since current practice is to use “Suspension”, which is already provided as a formal disciplinary step
  ○ CHANGED “Demotion” to “Voluntary Demotion”
  ○ REVISED information regarding “Dismissal”:
    ■ “has received three written warnings within an 18-month period” CHANGED TO “has demonstrated a documented pattern of unsatisfactory job performance that has not been corrected after written notice and an opportunity has been provided to correct identified performance deficiencies through the progressive discipline”

c. **Workforce Reduction and Severance Benefits**

● DIFFERENTIATED between “permanent workforce reduction” and “workforce furlough” (temporary workforce reduction that is necessary due to financial circumstances impacting VCU)

● ADDED considerations for Workforce Furloughs

VIII. **Alternative Work Arrangements for University and Academic Professionals**

● ADDED Alternative Work Arrangements Appeals Process
IX. Paid Leave for University and Academic Professionals

- **DELETED**: References to Effective Dates of Initial Conversion
- **DELETED**: “Implementation of the maximum carry-forward process begins in January 2019.”
- “Maternity Leave” CHANGED TO “Childbearing Leave”
- **Administrative Leave** REVISED TO “Paid time off granted by the university for absences such as jury duty, testifying in court in response to a subpoena as a witness for the state/university (but not as a defendant), service as an officer of election, state job interview, preparation for and participation in the Employee Grievance and Dispute Resolution processes, pre-disciplinary leave approved by Human Resources and suspension with pay. Documentation of the need for and length of the absence may be required.”

**Definitions:**

- **“Administrative and Professional Faculty”** definition DELETED (employment category no longer exists)
- “**Furlough**” definition ADDED
- “**Open-Rank Recruitment**” CHANGED TO “**Multi-Title Recruitment**”
- “**Merit Increases**” definition CHANGED from “Annual salary increases awarded at the conclusion of the annual performance review cycle that are based on the performance of employees and available resources” to “Annual salary increases that are based on the performance of employees and available resources”
- “**Reviewer**” definition CHANGED from “the manager’s manager” to “Typically the manager’s manager or another designated member of leadership.”
- “**Severance**” definition CHANGED FROM “Benefits offered to an employee impacted by a workforce reduction” TO “Benefits offered to eligible employees impacted by a permanent workforce reduction.”