



# HR and Campus Policy Issues in a COVID-19 World

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Tuesday, June 15, 2021 | 1:00 p.m. ET

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**ACUPA** | Association of College and University  
Policy Administrators

# Presenters



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# Agenda

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- Describe how HR policies on employee accommodations and remote work, created with a healthcare workforce in mind, can be applied to college employees and their unique needs.
- Describe how to create a Communicable Disease/Pandemic policy for your institution to address college-specific issues.
- Understand how to address unique HR policy considerations pandemic-style: professionalism from home, virtual interviewing, and employee engagement.



# Poll Question 1

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What type of institution do you represent?

- Public
- Private, Non-profit
- Private, For-profit

# HR Policy Considerations

## Professionalism from Home

- When to have camera on
- How to dress
- Minimize distractions
- Availability
- Snacking

## Virtual Interviewing

- The new normal
- Successful interview guidelines
- Benefits of virtual interviews

**Top 7 Changes for More Effective Meetings**

-  1. All meetings should have agendas
-  2. People should only attend relevant sections of meetings
-  3. Meetings should be shorter
-  4. Share meeting notes
-  5. Put down phones
-  6. No one should be doing emails during the meetings
-  7. Meetings should have five people or fewer

YouGov

Ottter.ai



**65% OF ORGANIZATIONS**  
PLAN TO USE VIDEO INTERVIEWS MORE OFTEN OR MUCH MORE OFTEN IN FUTURE

53% PLAN TO USE IN-PERSON INTERVIEWS LESS OFTEN OR MUCH LESS OFTEN DURING THE PANDEMIC AND BEYOND

SHRM 3/2020

# HR Policy Considerations

## Employee Engagement

- Called to Campaign
  - “Called to Be Well”(health and benefits)
  - “Called to Shine” (recognition)
- Life Matters
- Check- ins with associates
- Joyages App



 <b>Lifestyle &amp; Health</b> Lifestyle & Health Coaching 200 pts	 <b>Find Your Flourishing Score</b> 19 1,191 5 pts	 <b>Mindset &amp; Resilience</b> Mindset & Resilience Coaching 200 pts
 <b>Money &amp; Prosperity</b> Money & Prosperity Coaching 200 pts	 <b>Development &amp; Growth</b> Development & Growth Coaching 200 pts	 <b>Relationships &amp; Community</b> Relationships & Community Coaching 200 pts
 <b>Purpose &amp; Contribution</b> Purpose & Contribution Coaching 200 pts	 <b>Naturally Slim &amp; NS4You/NS4Life</b> 300 pts	 <b>Clairity</b> 300 pts

# Poll Question 2

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Will you consider remote work/flexibility options post-pandemic?

- Yes
- No
- Maybe

Jan 2020

Engagement Highest Among Workers Who Spend Three to Four Days Working Remotely

% Time spent working remotely

	Engaged %	Not engaged %	Actively disengaged %
None of the time	30	55	15
1% to < 20%	36	53	11
20% to < 40%	37	52	11
40% to < 60%	37	50	13
60% to < 80%	41	48	11
80% to < 100%	32	51	17
All of the time	30	54	16

State of the American Workplace

GALLUP

We asked, "As you think about flexibility in the future, once the pandemic has passed, how important is it to you?"



Mercer/AECOM 12/2020

## Impact of COVID-19 on employee expectations

COVID-19 is dramatically reshaping employee expectations and values, which is bound to bring a reshuffling of talent as hiring picks up. Organizations that fail to respond to these shifts will risk losing talent and may have difficulty attracting and retaining their future workforce.



# Remote Working/Flexibility Analysis

<https://www.mercer.us/content/dam/mercer/attachments/north-america/us/us-2020-aecom-mercer-survey-results-infographic.pdf>

# Case Study

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Faculty member asked for an accommodation to teach nursing courses remotely for fall semester 2020 due to risk of COVID exposure.

Pertinent facts for consideration:

- Faculty member was part of a two-person team that taught introductory course in Associate degree nursing program, and...
- Rumor had it the other faculty member was going to resign and take a position at a different institution, and...
- The faculty member who made the accommodations request noted that she would retire or resign if her request was not granted.

Request initially reported as based on high-risk category

# Collaboration between HR and College Administration

COVID = New Territory

Definition of “high risk”

HR Policy for Leaves of Absence (COVID)

- Employees contact Leave of Absence team, who works with department manager (Dean of Nursing) to determine if request for accommodations can be granted. If not, employee may be entitled to Leave of Absence (LOA).

HR Policy for Accommodations (pre-COVID)

# Employee Accommodations Policy

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## Employee Request for Accommodation:

1. In order to be considered for a job accommodation an employee must first make a request for accommodation either to his/her manager or the Human Resources Department.
2. In the case of a disability, such request may also be made to Employee Health.

## Management/Recruitment/HR Department:

1. In the case of a Disability, once a request is made Employee Health will guide the manager and employee (or candidate) through the process and assist in the evaluation of the accommodation.
2. Accommodation requests of all other kinds will be managed by the Department Manager and HR.
3. Managers or Recruiters who receive disability accommodation requests shall immediately contact Employee Health.
4. Managers or Recruiters who receive any other request shall immediately notify Human Resources.

## Requests are evaluated on criteria that include:

- a. The employee's accommodation requests or restrictions as documented by the physician or religious affiliation.
- b. The employee's or applicant's ability to perform the essential duties/responsibilities/physical demands of the designated job position with or without accommodation.
- c. The ability to accommodate according to department operational needs as determined by the department manager and HR without creating undue hardship.

# Collaboration between HR and College Administration



Faculty Request = Also  
New Territory



College Administration-  
fact finding



Is faculty member's  
request based on high-risk  
status?



If not based on high-risk  
status, what can/should  
we do?



Team teaching  
arrangement- how will this  
affect students?

Alternate teaching  
arrangement- all lectures  
online, could we hire  
adjuncts to cover labs  
and/or clinicals? If we do  
this, how will that affect  
employee's contract?

# Back to the Case Study...

Dean of Nursing = high risk category

Employee = not really high risk, but “not willing to take a risk of exposure by teaching clinical labs on campus and hospital clinical”.

Based on this information, HR Leave/Accommodations policy not applicable.

Employee= submitted resignation, then began to investigate FMLA/reduced LOA.

*Did I mention 100+ students were enrolled in her course for fall semester??? And this all took place the last week of July???*



So what  
happened???

EMPLOYEE RESIGNED!!!

# Poll Question 3

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Did you have a Communicable Disease/Pandemic policy prior to COVID?

- Yes
- No, but we do now
- No, we still need to develop one

# Communicable Disease/ Pandemic Policy

**Purpose:** In order to promote a safe and healthy learning environment, Mercy College (the “College”) administration has adopted this policy to mitigate the spread or outbreak of communicable diseases. This policy will be interpreted and administered in order to protect the health and well-being of the College community.

**Scope:** This policy applies to Mercy College administration, faculty, staff, students, visitors and other parties such as vendors and affiliates.

**Full policy can be found on the Mercy College website:**  
**<https://mercycollege.edu/about/compliance-consumer-information>**

# Communicable Disease/ Pandemic Policy

## **Development and approval process/timeline:**

- Developed from March to May 2020
- Approved by Board of Trustees Committee- May 2020
- Approved by full Board of Trustees- June 2020

## **Allowed us to:**

Close one or more parts of the College

Require employees to report COVID symptoms, impose quarantine and return to work guidelines

Institute heightened infection control practices, including remote work, staggered schedules, and controlling building access

# Have a Question?



Submit questions to our presenters  
using the Chat.

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- **Innovation** - Promote new solutions for managing policies
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