HR and Campus Policy Issues in a COVID-19 World

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

Sponsored by

Presented in cooperation with
Agenda

- 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
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

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
Poll Question 2

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

- Yes
- No
- Maybe
Remote Working/Flexibility Analysis

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

<table>
<thead>
<tr>
<th>% Time spent working remotely</th>
<th>Engaged</th>
<th>Not engaged</th>
<th>Actively disengaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>None of the time</td>
<td>30</td>
<td>55</td>
<td>15</td>
</tr>
<tr>
<td>1% to &lt; 20%</td>
<td>36</td>
<td>53</td>
<td>11</td>
</tr>
<tr>
<td>20% to &lt; 40%</td>
<td>37</td>
<td>52</td>
<td>11</td>
</tr>
<tr>
<td>40% to &lt; 60%</td>
<td>37</td>
<td>50</td>
<td>13</td>
</tr>
<tr>
<td>60% to &lt; 80%</td>
<td>41</td>
<td>48</td>
<td>11</td>
</tr>
<tr>
<td>80% to &lt; 100%</td>
<td>32</td>
<td>51</td>
<td>17</td>
</tr>
<tr>
<td>All of the time</td>
<td>30</td>
<td>54</td>
<td>16</td>
</tr>
</tbody>
</table>

State of the American Workplace
GALLUP

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.

71% of respondents said that in terms of where they live, what they value most has changed. A greater number now values proximity to family, nature and amenities. Pre-COVID, proximity to work was valued highest.

57% of employees would consider or plan to relocate if flexibility became permanent.

52% would work remotely on a regular basis (i.e., 2-3 days per week) and 24% would work remotely full-time.

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

- Very important: 56%
- Somewhat important: 38%
- Not a priority: 6%
Case Study

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

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?
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

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

- Yes
- No, but we do now
- No, we still need to develop one
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.
ACUPA's mission:
To advance the discipline of policy management, with a focus on higher education, through continuous learning, support, and collaboration among policy professionals.

To carry out this mission, ACUPA is guided by the following values:
• Professionalism - Demonstrate integrity, respect, and collegiality
• Collaboration - Share knowledge and ideas for policy development and management
• Innovation - Promote new solutions for managing policies
• Education - Foster learning among policy professionals

The current ACUPA membership represents more than 150 institutions, in the US and abroad, comprising a group of committed administrators that has become an extremely valuable resource for discussion, networking, and strengthening our common cause.
Thank You