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The inaugural University of Richmond Human Resources annual report covers the activities and projects of our department from March 2020 - April 2021. While the COVID-19 pandemic created one of the most difficult years in the University's history, it also provided us with an opportunity to reexamine our benefits and processes and find ways to help faculty and staff with the numerous challenges they faced. We will take the lessons of the past year with us into the future as we continue to strive to make the University an employer of choice in the greater Richmond area.

OUR MISSION

URHR serves the University's most valuable resource - you. We are committed to supporting a diverse faculty, staff, and student body, and to modeling an inclusive campus community. Each and every one of our employees are vital to the success of our campus community.
EMPLOYEES BY THE NUMBERS

Full-Time Staff
57.5%

Part-Time Staff
4.6%

Faculty, Contract
19.3%

Faculty, Adjunct
18.6%

Female
53%

Male
47%

Generation X
39.2%

Millenials
29.4%

Generation Z
1.9%

Silent Generation
1.2%

Baby Boomers
28.3%
As with the rest of the University, much of URHR's time and energy was devoted to creating health and safety protocols to protect the community during the pandemic. Our staff quickly adapted to new information about COVID-19 and made frequent changes to ensure the University had a robust line of defense during the pandemic.

**COVID-19 Health & Safety**

- 1,500 Average number of Daily Symptom Checkers completed each morning
- 2,653 COVID-19 tests given to employees during 2020-2021 academic year* in partnership with Events, Conferences, & Support Services; UR Better; and Residence Life
- 249 COVID-19 vaccines provided to employees at the April 21-23, 2021 Vaccination Clinic
- 700+ COVID-19 support contacts between August 2020 - May 2021

*Excluding Athletics testing
Our Talent & Organizational Effectiveness team developed the UR Talent Web course "UR Safely Returning to Campus" that all employees were required to complete in August 2020.

Our Business Partners worked closely with each of their client groups to develop some of the University's first health and safety protocols, including implementing daily health screenings for Dining Services and developing isolation & quarantine policies for all employees.
**HR Processes by the Numbers**

Completed by the HR Solution Center and Talent Acquisition Specialists between March 2020 - April 2021:

- **391** Hires and rehires
- **96** Transfers
- **439** Terminations
- **1,514** One-Time Payments

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**Fighting Fraud**

During the pandemic, identity theft increased. Complaints to the Federal Trade Commission more than doubled from 2019 to 2020, including unemployment-benefits fraud.*

The University received its own share of fraudulent claims, and our HR Representatives worked tirelessly to protect both employees and the University from fraudulent claims. This process included helping employees file claims with the VEC and reporting fraud to the state and credit bureaus.


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**REAL unemployment claims**

- **106** processed by URHR from March 2020 - April 2021

**FRAUDULENT unemployment claims**

- **28** reported by URHR to the proper authorities from March 2020 - April 2021
ACROSS-THE-BOARD RAISE

Effective March 1, 2021, the University implemented an “across-the-board” 3.5% salary increase for all continuing faculty and regular full-time and part-time employees, four months earlier than the start of the fiscal year and retroactive to its mid-month introduction. HR worked quickly to adjust all salaries.

Wage Continuation

The University continued to pay regular full, part-time, and limited term non-exempt, hourly employees based on their regularly scheduled hours even if their work hours were reduced as a result of the move to a modified work schedule in 2020.

The HR Solution Center developed a new leave code in partnership with Payroll. The code, Balance of Schedule Hours (BOS), allowed employees with a reduced work schedule to be paid for the difference between the total hours of their normal schedule and the total hours actually worked during the University's closure.

<table>
<thead>
<tr>
<th>455</th>
<th>145,584</th>
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<tbody>
<tr>
<td>employees paid during University closures</td>
<td>unscheduled hours paid during University closures</td>
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0 furloughed employees

MINIMUM WAGE INCREASE

Effective July 1, 2021, the University will increase its minimum wage from $12.00/hour to $14.00/hour. The HR Compensation team is working to adjust current salaries and positions as needed, including salary compression for current employees.
Benefits by the Numbers

2,738
Average number of employees and dependents covered under the University health plan in 2020

$14.4 million
Total amount paid by the University for medical and pharmacy claims in 2020

$11 million
Total amount contributed by the University towards employee retirement plans in 2020
COVID-19 PAID LEAVE

New leave code implementation

216,000 hours of special paid leave made available to full- and part-time regular employees

240 of workplace accommodations granted to individual employees during the pandemic

Full- and part-time employees were provided with 15 days of paid leave to be used for COVID-19 related situations like illness, quarantine, isolation or family care need. It could also be used for time needed to obtain COVID-19 vaccines, as well as to recuperate from side effects. The balance was provided in March 2020 and then refreshed again in August. Employees required by the University to self-quarantine or self-isolate were also paid for that time.

TEMPORARY WORK ARRANGEMENTS

Partnering with your teams
Our Benefits consultants and Business Partners worked with managers to help their employees develop flexible work arrangements, temporary leaves of absence, and other schedule modifications to accommodate COVID-related needs.
Responding quickly to medical needs

Human Resources worked with Cigna and Anthem to provide expanded medical, well-being, and dental benefits during the pandemic.

**MEDICAL INSURANCE**

Eliminated employee out-of-pocket costs for COVID-19 testing through December 31, 2021.

Waived employee out-of-pocket costs for diagnostic COVID-19 testing-related visits with providers, whether at a doctor’s office, urgent care clinic, emergency room or via virtual care.

Provided concierge testing through Better Med and at-home testing through Pixel for all university faculty and staff, as well as access to the Cigna Coronavirus Resource Center.

Allowed members who are chronically ill or immunosuppressed to use Virtual Care under the standard office visit benefit.

Expanded virtual care options by adding Talkspace, MAP Health Management, Ginger, and other virtual care options, and provided access to the Cigna 24-hour helplines for COVID-related issues, as well as racist violence, including the George Floyd murder.
Temporary Benefits for Dependent Care
When schools and day care centers shut down across the Richmond area (and the world), the University responded by providing new temporary benefits.

**Enhanced Benefits Policies**

**DEPENDENT CARE**

**$900,000**

**Total amount of Qualified Disaster Relief Funds offered to employees**

Full-time employees with children aged 0-12 were offered $1,200 per semester for the 2020-2021 academic year for expenses related to COVID-19 closures, including for in-home care, tutoring, day care centers, distance learning plans, private school tuition, and educational resources.

**1,600**

**Number of Care@Work by Care.com memberships provided to employees**

The University provided access for all full-time employees to Care@Work by Care.com, the largest online network of vetted providers to help find short and long-term care for children, seniors, pets, and more.

**OSHER VIRTUAL STUDENT SUPPORT**

**Helping Hands & Hearts Program**

HR partnered with the Osher Lifelong Learning Institute to coordinate volunteers to help faculty/staff parents cope with supporting school age children. Via Zoom, the volunteers offered activities such as homework review, reading to or with a child, and other learning activities such as games, music, and art.
Enhanced Benefits Policies

✅ | Facilitated changes to FSAs & HSAs

Worked to make multiple changes to employees’ Flexible Spending Accounts and Health Saving Accounts to allow for disruptions in dependent care services

✅ | Provided access to Teledentistry

Provided remote dentistry services using the regular office benefit

✅ | Provided enhanced care for retirees

Waived consumer costs for treatment related to COVID-19-covered services and for Medicare Advantage member out-of-pocket costs for primary care, behavioral health, and Telehealth visits with participating/in-network providers

✅ | Obtained exclusive Little Scholars rates

Provided University discounts for employees who used tutoring services, enrichment pods, homework support, camps, and more

✅ | Increased EAP counseling services

From March - September 2020, the number of free virtual and in-person counseling sessions available to all employees through the Employee Assistance Program (EAP) was doubled.

✅ | Continued financial advice virtually

TIAA one-on-one retirement counseling sessions were continued virtually. The HR Benefits team also conducted our 5th Annual Retirement Workshop virtually over a one-week period rather than the usual full (in-person) day to help combat Zoom fatigue.
Our Talent & Organizational Effectiveness team has developed and begun training for our new performance management process, UR Engaged. On July 1, replaced our current performance management cycle with one that focuses on feedback and development.

The new process provides opportunities and tools to help managers and employees have regular conversations about goals, competencies, and professional development.

We recruited employees from a variety of departments across campus to serve on a steering committee tasked to reimagine performance management at the University of Richmond.

27 Training sessions offered May - July 2021

380 Employees attended 29 focus groups hosted by the Steering Committee for the Performance Management Initiative.
Workshops & Learning

Professional Development for All Employees
Talent & Organizational Effectiveness developed learning for managers and employees. These courses are open to all faculty and staff and topics will continue to adapt to the University’s needs.

New courses were introduced in spring 2021, including Creating an Inclusive Work Environment, Developing a Growth Mindset, Effective Communication, Emotional Intelligence, Navigating Change, Giving and Receiving Feedback, and Project Management for Administrative Professionals. These courses were specifically developed for University faculty and staff to deal with the issues facing them throughout the past year.

Remote Work Resources

Helping employees adjust to the new normal
Talent & Organizational Effectiveness provided a Remote Work Resources newsletter to all employees throughout the spring and summer of 2020 to help employees adjust to remote and hybrid teams.
Dependent Verification

Our Benefits & Compensation team completed our first-ever dependent verification in June 2020. The process confirmed that all dependents covered on the University's medical plan met eligibility requirements, ensuring our health care plan dollars are spent appropriately.

Hiring Toolkit

Our Talent Acquisition Specialists developed a staff hiring toolkit, which was published online in fall 2020. The toolkit provides robust resources for managers to conduct inclusive, successful search processes.

Virtual Open Enrollment

We held an entirely virtual benefits Open Enrollment in November 2020, which included mailing a guide to every benefits-eligible employee and hosting virtual information sessions.
HR made updates to our lactation support program, which helps nursing mothers transition back to work more smoothly. By partnering with other offices, we added more spaces for lactation around campus. We also provided paid break time for non-exempt employees.

21-Day Racial Equity Habit-Building Challenge

Human Resources partnered with Intersections to host a challenge meant to foster greater understanding of the intersections of race, power, privilege, supremacy, oppression, and equity. Participants worked to create effective social justice habits by immersing themselves in a daily exploration of inequity, injustice, and what we can do to implement real change.

Lactation Support

Dynamic Forms Partnership

The UR Better Initiative is partnering with departments across campus to redesign administrative processes. HRIS began working with UR Better in 2021 to identify and build improved forms.
Starting in March 2020, URWELL Employee responded to the stress and pressure experienced by faculty and staff by overhauling all well-being programming. Events and resources were developed to care for employees’ emotional, mental, and behavioral needs.
Weekly URWELL Employee Resources

URWELL Employee provided weekly self-care offerings throughout 2020 and into spring 2021. With our partners from Cigna, the Employee Assistance Program (EAP), TIAA, University faculty and staff members, and more, we shared and hosted dozens of webinars.

These sessions included live cooking demonstrations (including one with a University staff member), a Quigong session with a University faculty member, and webinars on coping with loneliness, effective remote work, resiliency, mindfulness, positive thinking, overcoming stress and anxiety, and much more.

Dr. Jennifer Cable leads a Qigong session with URWELL Employee in August 2020.

Catering Sous Chef Matt Grosse hosted a cooking webinar with URWELL Employee in June 2020.
Virtual Care Options, including:
- Talkspace
- Ginger
- Meru Health
- NOCD
- iPrevail
- Happify
- MAP Health Management
- Cigna Lifestyle Management Programs

Challenges to mental well-being come in many forms, and so do the ways we can work through them. Whether employees need help reducing stress, are feeling motivated to make a change in your life, or need to talk to someone, we offer a variety of behavioral support tools and services to help ensure they get the support they need.

This year, URWELL Employee created a toolkit sent to every employee so they could learn about the wide range of benefits available to them, including:
- University of Richmond’s Well-Being Center
- Employee Assistance Program
- Cigna Behavioral Health
- Virtual Care Options, including:
  - Talkspace
  - Ginger
  - Meru Health
  - NOCD
  - iPrevail
  - Happify
  - MAP Health Management
  - Sondermind
- Cigna Lifestyle Management Programs
#SpiderSpirit 5k, June 1-7, 2020

Because the annual Corporate Run was not held this year, we held the Spider Spirit Virtual 5k, a 3.1-mile fun run/walk for employees to complete with their families or socially distanced with their colleagues.
Human Resources, Health Promotion, and Events, Conferences, & Support Services partnered to replace Winter Celebration and Springfest with two drive-thru events focused on food and fun to thank employees for their efforts each semester.
WE R CONNECTED

Staying connected in unprecedented times
For many at the University, the pandemic was the first time we had worked remotely. To stay connected to our peers, in partnership with the Events team, we encouraged sharing stories and photos virtually, with themes that included Cheers to Peers, Spring Memories, Recipe Round-Up, Spider Spirit, & UR's Got Talent.
The Outstanding Service Awards originated to recognize employees who exemplify the spirit and mission of the University through superior service. The criteria has always been that nominees must have made a difference to the University community, gone above and beyond the expectations of their position, excelled as a team player and contributed to the success of other employees—but in 2020, there were many, many employees who fit that description.

So in March 2021, instead of the usual 5 Outstanding Award winners, we awarded 9 individual winners and 3 teams: 28 award-winning employees recognized in total.

Outstanding Service Award: Individuals
(L to R) Stephen Birch, Tammy Hicks, Sara Card, Peg Peebles, Mauricio Lopez, Jack McCarroll, Chris Machalski, Patrick Benner, Julia Kelly
Outstanding Service Award: Teams
Dining
Maria Diaz & Norma Trimmer

Outstanding Service Award: Teams
Rethink Waste
Tyler Betzhold, Jennifer Bock, James Campbell, David Donaldson, Kesley Fastabend, Scott Lincoln, Sam Lloyd, & Alison McCormick
Outstanding Service Award: Teams
Steam Plant
Timothy Crowder, Jesse Forbes, Malik King, Wesley Lewis, Derrick McChristian, Greg Mitchell, David Straley, Jerome Towner, & Chris Weaver
URHR RECOGNITION

We are proud that our Benefits team and our URWELL Employee team continue to focus on the total well-being of our faculty and staff. The latter was recognized with Gold Level Status by the American Heart Association for the second year in a row.

Honorable Culture of Well-being in the Mid Atlantic Region, Cigna 2020

For Human Resources's medical and health benefits

Gold Level Status, American Heart Association 2020

For URWELL Employee, a collaboration between Human Resources and Health Promotion