

# Shared Governance Handbook Document

**Title:** Employee Separation and Succession Planning

**Purpose:**

Describes College procedures for succession planning and separation of employment due to resignation, retirement, or transitional retirement and recognition of employee service.

**References:**

Applicable Federal and State Laws and Regulations

Standard 6: Characteristics of Excellence of Middle States Commission on Higher Education

College Shared Governance Policies pertaining to employee evaluation and corrective and disciplinary action.

**Definitions:**

Eligible dependent – Spouse, children under the age of 26, disabled children or domestic partner of employee.

Emeritus – A status that permanently recognizes faculty, professional/administrative staff and classified staff who have served the College and have retired in good standing.

Employee - Anyone who receives a W-2 from the College.

Fringe Benefit – Employee benefits other than health benefits (e.g. life insurance).

Gap Analysis – Assessment of the difference between existing staffing and future staffing needs of the College and identification of the steps necessary to meet the future needs.

Good Standing – Employees who have met the separation obligations articulated in this policy and handbook document and are leaving voluntarily are considered to be in good standing. Any records or considerations pertaining to disciplinary actions and performance remediation do not affect an employee's standing.

Health Benefits – Medical, dental, and vision coverage as offered by the College.

Notice of Separation – Electronic or written notice of intent to separate from the College via retirement or resignation which is provided to the Office of Human Resources and employee's immediate supervisor.

Pay Hour Assignment – The number of hours used to calculate pay for instructors (e.g., pay hours refers to what the instructor earns for the work).

Resignation – An employee’s expressed intent to voluntarily separate from employment with the College not through retirement.

Restrictions on Future Employment – restrictions imposed by federal, state, or local regulation or College policy on the hours worked by an employee after voluntary separation from the College in accordance with this policy.

Retirement – An employee’s expressed intent to voluntarily separate from full-time employment with the College and collect retirement benefits contingent on the employee’s eligibility and in accordance with this policy.

Retirement Date – The last day of employment of an employee approved for retirement.

Service Duration – Length of employment required to qualify for regular or transitional retirement based on employee class (e.g., faculty, administrative/professional and classified).

Separation of Employment Processes – Mutual obligations and College practices related to separation of employment by retirement or resignation.

Succession Planning – Planning for the continuance of service and operations as well as planning for changing staff to meet College strategic priorities. Includes identifying and developing the skills of College employees who have the potential to fill roles vacated by the resignation, retirement, or termination of an employee.

Surviving spouse or domestic partner – A spouse or domestic partner who was on the retired employee’s insurance at the time of death of the employee.

Transitional Retirement – Transition to retirement by reducing work load/hours for a fixed period of time prior to full retirement.

Working Day – Any 24 hour period during which the College offices are open to conduct business.

**Handbook Detail:**

Succession Planning

1. Succession planning shall be conducted by the President’s Cabinet.
2. Collect and analyze College personnel data pertaining to:
  - a. Pending and potential full and transitional retirements
  - b. Trends in personnel attrition and vacancy rates
  - c. Average age and seniority of current faculty and staff
  - d. Trends in faculty and staff diversity

- e. Potential leaders within faculty and staff
3. Identify and rank the priority of important College work processes and positions.
    - a. Determine which are the most critical.
    - b. Determine which have the shallowest depth of available faculty or staff resources to fill vacancies.
    - c. Determine whether or not important work processes are documented.
    - d. Determine whether or not future leadership is being developed.
    - e. Determine the condition and availability of resources, procedures, and other systems to sustain important work processes.
  4. Characterize College positions according to:
    - a. Positions for which there are no current successors available or where no successor with development potential exists.
    - b. Desired skill set and leadership qualities.
    - c. Relative scarcity or abundance of internal and external candidates.
    - d. Opportunities for accomplishing functions with cross-functional collaboration.
    - e. Opportunities for accomplishing functions with technology.
    - f. Future requirements of positions existing in response to future demand, student expectations, and regulations.
    - g. Integration with College Strategic Plan.
  5. Assess and project staffing needs by determining:
    - a. How planning decisions in the current year affect operations in the future one to five year timeframe.
    - b. Which operations are critical to the future of the College.
    - c. Which operations and academic offerings are anticipated to be initiated or terminated in the future one to five year timeframe.
    - d. Which operations and academic offerings are anticipated to be consolidated in the future one to five year timeframe.
    - e. The number who are on or applying for transitional retirement.

- f. Impact of emerging technology for accomplishing College operations.
  - g. Future enrollment trends in the one to five year timeframe based on actual community demographic trends.
  - h. Skills and abilities needed to meet College operations and academic offerings in the future one to five year timeframe.
6. Perform gap analysis and develop staffing plan for succession.
- a. Gap analysis shall involve cross-functional and campus leadership.
  - b. Identifiable gaps need to be temporarily or permanently closed in the event an emergency replacement of a position is required.
  - c. Identify internal talent with critical competencies and potential for development.
    - i. Incumbents in key positions recruit employees with potential for succession into their positions.
    - ii. Develop profile of eligible talent based on performance reviews, relevant education and experience, and credentialing.
    - iii. Employees in areas of the College at risk for future sun setting.
    - iv. Development of critical competencies in preparation for the hiring process to fill the position.
  - d. Analyze need for external sources of talent and determine best approach
    - i. Position filled for long-term need
    - ii. Consulting or multi-discipline task force for short-term need
  - e. Identify training and development strategies
    - i. Formal professional development
    - ii. Coaching and mentoring
    - iii. Cross-training and multi-skilling
    - iv. Job shadowing
    - v. Transitional retirement to accomplish coaching/Mentoring, cross training, and job shadowing
    - vi. Long-term career progression

- f. Develop employee retention strategies
  - g. Compile the results of the analysis into a 3-5 year staff succession plan for the College and publish the plan to the College community.
  - h. Perform budget analysis of the staff succession plan and incorporate results into College budgeting process
7. Assess the College succession planning.
- a. Define measures for succession planning success
  - b. Determine frequency of assessment
  - c. Design the reporting process for assessment
  - d. Measure progress and communicate results
  - e. Obtain College constituency feedback on Succession Planning results
  - f. Adapt process based on assessment results
8. Integrate succession plan with College Strategic Plan.

#### General Guidelines for Separation from Employment

1. In order to separate from employment in good standing, the employee shall submit a letter of separation to the Director, HR Operations and Administration with a copy to their immediate supervisor and Cabinet-level supervisor. The letter must contain the original signature of the employee, must be dated, and must stipulate the effective separation date. A scanned copy of the letter with original signature may be sent electronically.
2. The letter of separation must provide a minimum of two weeks' notice for classified staff and a minimum of four weeks for administrative/professional staff, teaching faculty, counselors and information science professionals.
3. The Director, HR Operations and Administration or designee shall send an acknowledging e-mail, including a separation of employment checklist, to the employee and immediate supervisor upon receipt of the letter of separation. Completed checklists should be returned to the Office of Human Resources (OHR) within 30 days.
4. All College-paid health insurance will be terminated effective at the end of the month of the separation date. An employee who does not provide the required notice will be responsible for the cost of health insurance that has been provided past the employee's last day of work.

5. Vacation, sick leave, and/or contributions to the employee's HACC Plan will cease to accrue effective with the separation date. Reimbursement of medical expenses covered under the HACC Plan occurs in accordance with the Plan.
6. The separating employee must return all College property to their immediate supervisor, satisfy all financial obligations to the College, and complete student grades and closure activities on or before their last work day per the employee separation of employment checklist. College property includes, but is not limited to, keys, key cards, library/AV materials, class record books, cellular phones, computers, purchasing cards, uniforms, and all file materials. Compliance with these guidelines is reviewed with the employee by the immediate supervisor on the employee's last work day. Alternative arrangements will be made should a separated employee return to the College in a different employment status.
7. Access to e-mail, network computing, voicemail, and any other information technology services furnished by the College will cease at the end of the business day on the separation date.
8. If the employee resigns during an approved, unpaid leave or fails to return to work after an approved unpaid leave, or does not provide the required notice, the cost of benefits provided by the College while the employee was on unpaid leave must be returned to the College; except in the event of the employee's death. The College may not recover the cost of such benefits provided to an employee on unpaid family and medical leave (FMLA) unless recovery is permitted by the FMLA. Prior to the beginning of an approved leave, an employee shall be required to sign an authorization permitting HACC to deduct the cost of such benefits from their final paycheck. If the final paycheck is insufficient to recover the cost of benefits, the employee will be billed accordingly.
9. Regular employees may be paid for accrued vacation in one lump sum or may elect to use up to one pay period (10 working days) of consecutive leave prior to the date of separation. Accumulated vacation leave may be taken only to the extent that the supervisor is able to schedule the days requested prior to the separation date. Employees who are unable to schedule approved vacation time prior to their separation date are entitled to be paid for any unused vacation time remaining up to, but not exceeding, twice the annual accrual.

### Resignation

1. The immediate supervisor shall prepare an Electronic Personnel Action Form (EPAF) and forward it to the Cabinet-level supervisor and Office of Human Resources (OHR). The accepted resignation date will normally coincide with the employee's requested date of separation, provided that the employee is available for continued assignment up to that date and the employee's continued service is in the best interests of the College.

2. The President reports resignations to the Board of Trustees as an information item. OHR shall prepare the proper Board agenda information item for the President's review.

### Retirement

1. Eligibility requirements for retirement shall be established per the Employee Separation and Succession Planning Policy.
2. The immediate supervisor shall prepare an EPAF and forward it to the Cabinet-level supervisor and OHR.
3. The President reports retirements to the Board of Trustees for approval. OHR shall prepare the proper Board agenda item for the President's review.
4. In the event of retirement, an employee will receive taxable compensation for up to one half of accumulated sick leave to a maximum of forty-five (45) compensated days. No compensation shall be paid for unused sick leave in the sick leave bank. The sick leave payout amount will be done in accordance with the Attendance, Absences and Holidays SGP.
5. The College shall make contributions into the College's retirement systems on salary paid for unused vacation and sick days upon retirement if so permitted by the employee's retirement plan. Furthermore, the College contribution shall be payable in accordance with the provisions and regulations which govern that retirement system.
6. A full-time benefits eligible employee who retires from the College and is under the age of 65 may continue coverage in the College's health, dental and vision plans by paying the applicable quarterly premium to the College per established guidelines. Eligible dependents of the retiree are also eligible for coverage. Upon attainment of age 65, the retiree's participation in the dental and vision plans cease. In addition, regular group hospital insurance is replaced by the Medicare supplemental plan offered by the College.
7. Should a retiree drop their health insurance with the College, it cannot be reinstated at a future date.
8. The surviving spouse and/or eligible dependents of the retiree may continue their coverage in plans in which their coverage has been maintained on a continuous basis from the date of retirement even after the death of the retired employee.
9. All College paid health and life insurance will be terminated at the end of the month of the approved College retirement date, except in the case where a retiree not eligible for Medicare elects to continue health (medical, dental or vision) coverage and to be billed in advance for costs on a quarterly basis. All other employer-

provided fringe benefits will be discontinued upon the effective date of termination/retirement.

10. Vacation and/or sick leave will cease to accrue effective with the approved College retirement date.
11. The accepted College retirement date shall normally coincide with the employee's requested retirement date provided that the employee is available for continued assignment prior to the requested date.

### Transitional Retirement

1. Eligibility requirements for transitional retirement shall be established per the Employee Separation and Succession Planning Policy. Transitional retirement will not be granted for a period greater than 3 years. Criteria for granting transitional retirement are:
  - a. Identifying and priority ranking of important College work processes and positions determines:
    - i. The position is critical,
    - ii. Shallow depth of available faculty or staff,
    - iii. Important work processes are not documented,
    - iv. Future leadership has not been developed, and
    - v. Inadequate availability of resources, procedures, and other systems exist to sustain important work processes.
  - b. Assessment and projection of staffing needs determines transitional retirement is appropriate in consideration of:
    - i. College operations in the future one to five year timeframe.
    - ii. Operations critical to the future of the College.
    - iii. Operations and academic offerings anticipated to be terminated in the future one to five year timeframe.
    - iv. Operations and academic offerings anticipated to be consolidated in the future one to five year timeframe.
    - v. Current positions on or applying for transitional retirement.
    - vi. Impact of emerging technology for accomplishing College operations.



- vii. Future enrollment trends in the one to five year timeframe based on actual community demographic trends.
    - viii. Skills and abilities needed to meet College operations and academic offerings in the future one to five year timeframe.
  - c. Gap analysis and staffing plan for succession determine need for coaching/mentoring, cross training, and/or job shadowing.
- 2. When applying for transitional retirement, the employee should take into consideration the College's succession plan and the time requirements to meet the deadlines as indicated below.
- 3. By January 15 – Request for transitional retirement submitted by the employee to their immediate supervisor. Supervisors are not obligated to approve a request for transitional retirement.
  - a. The employee should schedule a meeting with their immediate supervisor to develop a mutual plan of work duties for the transitional retirement.
  - b. If the immediate supervisor is unavailable or cannot meet with the employee in a timely manner, the employee should contact the immediate supervisor's supervisor to schedule a meeting to develop a mutual plan of work duties.
  - c. If a mutual plan of work duties is not agreed upon the employee may appeal the decision through their chain of command up to and including their Cabinet-level supervisor.
- 4. By February 15 – The terms of transitional retirement are accepted by the Cabinet-level supervisor.
  - a. The Cabinet-level supervisor will inform the employee of the acceptance of their request for transitional retirement.
- 5. By March 1 – The terms of transitional retirement are submitted by the Cabinet-level supervisor to the President.
  - a. The Cabinet-level supervisor will submit the names of those individuals to be considered for transitional retirement to the President for approval and recommendation to the Board of Trustees.
  - b. The Office of Human Resources shall prepare the proper Board agenda item for the President's review.
- 6. Transitional retirement must commence with the start of the fiscal year.
- 7. The employee requesting a transitional retirement option must submit with their request a commitment to a date for full retirement.

8. The employee will agree to retire within the timeframe specified in the succession plan and will receive 55 percent of contract salary per year (normal College retirement contribution based on adjusted salary).
9. An employee on transitional retirement shall continue to exercise the normal rights of a full-time employee.
10. An employee on transitional retirement is expected to meet all primary responsibilities and continue professional development pertaining to their job responsibilities. The employee is also expected to participate in departmental and/or discipline service when such participation is deemed necessary by the supervising administrator. Such participation shall be agreed upon prior to the start of the transitional retirement period. While unforeseen needs may arise, this agreement recognizes that the employee's commitment and responsibility to the College is no longer at a full-time level. Participation in other College service activities shall be on a voluntary basis.
11. In accordance with the Shared Governance Policy, an annual self-evaluation will be submitted by the employee and an annual performance evaluation will be written by the supervisor during the transition.
12. Salary increases shall be added to the employee's regular base salary.
13. Applicable sick leave payoff will take place at the time of full retirement based upon the full-time salary base at the time of full retirement.
14. Faculty on transitional retirement:
  - a. The annual 15 pay hour assignment for faculty on transitional retirement will be considered the full annual assignment; any additional will be paid at the normal overload rate and subject to normal load limitations.
  - b. Normal salary payments and fringe benefit eligibility will be made over the regular contract year regardless of how many hours the faculty member is responsible for in the fall semester until the effective date of retirement (normally the end of the contract year). However, faculty who complete their full 15-hour assignment (or equivalent half-year obligation) in the fall semester of their last year on the transitional retirement plan may request approval of a retirement date effective on any date between completion of assignment and the normal end-of-the-fiscal-year retirement date. Such a request must be made no later than October 1 of the final year, but would preferably be incorporated in the original notice of intent to retire so that the Board item reflects the actual effective date of retirement.

The unpaid balance of the contract salary will be remitted to the retiring faculty member no later than the second pay following the date of

retirement. Retirement contributions will be made on the basis of the adjusted salary. College-paid health and other related insurance benefits will cease at the end of the month in which the retirement date falls. In no case will the College require a retirement date of a faculty member under the transitional retirement plan that is prior to the actual ending of the academic year.

15. Staff on transitional retirement:

- a. Once approved, transitional retirement for administrative/professional or classified staff will start when a replacement/successor has started.
- b. During the transitional period the retiree will work an average of 20 hours a week.
- c. Normal salary payments and fringe benefits will continue through the transitional period. College-paid health and other related insurance benefits will cease at the end of the month in which the retirement date falls.

16. Fringe benefits

- a. Benefits for the employee and their eligible dependents including medical, dental, vision and the HACC Plan shall continue for the employee while under a transitional retirement option.
- b. Sabbatical and unpaid leaves of absence shall not be available for the employee while under transitional retirement.
- c. Sick, vacation and personal leave shall be accrued on a prorated basis on the workload of the employee during the period of transitional retirement.
- d. Should the employee require disability leave while on transitional retirement, payment will be made according to the rules of the insurance carrier. These rules would be applied to the adjusted salary in effect during the year disability might occur.
- e. Employees will be eligible for any plans for benefit waiver compensation that are in effect at the time of election for transitional retirement.
- f. Employees will be eligible to begin income from all TIAA/CREF accounts. All income options offered by TIAA/CREF are available. However, the largest cash withdrawal or annuity settlement will be 99 percent of the Retirement Annuity (RA) or Supplemental Retirement Annuity (SRA). This way, the account remains active and able to receive future contributions. All withdrawals are subject to applicable federal and state laws, taxes, and penalties.

## Emeriti

1. As part of the retirement process, emeritus standing will be considered by the President from recommendations forwarded by the appropriate Cabinet-level administrator.
2. Recommendations are forwarded by the President to the Board of Trustees for approval.
3. To be eligible for emeritus rank, the staff member must retire in good standing and must satisfy the conditions for retirement as defined in the Employee Separation and Succession Planning Policy.
4. Emeritus status accords the following privileges:
  - a. Use of ID card for discounts at the box office, admission to physical education buildings, ability to check-out library materials and retention of on-site use of library resources, use of the teaching enrichment/training centers, computer labs, and other privileges which are available by displaying the ID card.
  - b. Sitting in on classes with the faculty member's consent and on a space-available basis.
  - c. Parking privileges
  - d. Emeriti e-mail account
  - e. The opportunity to participate in Commencement exercises.
  - f. Invitations to major College events (e.g. Staff Recognition activities, Honors Convocation, Commencement, and other College ceremonies) and all College-wide ceremonies.
  - g. Emeritus faculty and staff are responsible for notifying OHR of address changes so that they may remain on mailing lists and receive information about College staff recognition and other special events.
5. Emeritus faculty and administrators will be recognized by a title bearing the name of their latest or highest position (e.g. Vice President Emeritus). Classified and professional employees will be recognized by a generic title (e.g. Employee Emeritus).