The Class & Labor Implementation Committee has 17 members and began meeting in March 2013 to advise on the implementation of the 62 recommendations from the Class & Labor report. This progress report is offered in response to 22 of the 62 recommendations the implementation committee has taken action and resolved. In the pending section of the report, progress and practical steps are described to address recommendations with outcomes nearly complete. Finally, in the ancillary issues section, issues are identified that have arisen during discussions that are not part of the charge of the committee, but have been identified through the committee’s discussions.

Resolved Recommendations

- **Infrastructure #8: Evaluate the telephonic clock-in system and consider fair alternatives**
  Discussion with Human Resources and Payroll completed. A system is required for the Fair Labor Standards Act to protect hourly workers. In 2002 Kronos was adopted for recording non-exempt staff time worked. The committee sees no reason to investigate an alternative solution.

- **Educating the Community about Class & Labor #1: Foster open conversations about the history and current conditions of labor and labor organizing**
  Several academic courses offered by Emory’s distinguished faculty contain related content. EOP is a resource for all faculty and staff. The Respect for Open Expression Policy also supports an environment of open conversations.

- **Educating the Community about Class & Labor #2: Remind staff of their access to information about their right to organize**
  Human Resources provides posters annually that are displayed in break rooms and bulletin boards across campus.

- **Communication #1: Create a system of multiple media for communicating matters of importance**
  University Communications and Marketing confirmed that a variety of media is utilized to share information. Written and electronic means including postings, newsletters, emails, public media, notifications, websites and social media are used to reach the community. Communication is also done by Human Resources, the individual Schools, and by other specialized interests to promote on-going dissemination of information. Emphasis should be placed on the expectation and personal accountability of each staff to access these modes of communication.

- **Work flexibility, Benefits, and Compensation #2: Work toward and inform the community about child care options**
  The Emory WorkLife Resource Center provides information and options for childcare.

- **Work flexibility, Benefits, and Compensation #3: Continue market analysis of compensation and benefits**
The Compensation team in Human Resources completes an annual review of market compensation data for staff positions. Benefits’ changes are communicated through the Human Resources newsletters, websites, and notifications.

- **Work flexibility, Benefits, and Compensation #4: Consider certain benefit improvements where Emory is below market: life insurance, dental insurance, and adoption benefit**
  Human Resources reviews the market competitiveness of benefits regularly. As of January 1, 2014, the life insurance benefit improved from a $10,000 benefit to the equivalent of the employee’s annual salary up to $50,000. Dental insurance continues to be reviewed, and a new adoption benefit of up to $5,000 per finalized adoption began January 1, 2014. These are significant improvements in benefits.

- **Work flexibility, Benefits, and Compensation #5: Continue to increase the minimum wage for Emory staff and contract workers**
  The Compensation team in Human Resources provides a recommendation to Ways and Means annually for review and approval. The minimum pay has increased by 8.23 percent since FY11 (to $11.70 from $10.81), an average of 2.70 percent annually, while CPI has increased an average of 2.39 percent over the same period (September 2010 to September 2013).

- **Work flexibility, Benefits, and Compensation #6: Budget funds centrally to address market competitiveness problems**
  The Compensation team provides market information to campus leaders annually. Ways and Means asks each unit and School to address market issues within their budget priorities and places an emphasis on utilizing unit, School, and departmental funds to address these concerns.

- **Work flexibility, Benefits, and Compensation #7: Provide financial education geared toward the needs of staff**
  Emory’s WorkLife Resource Center has expanded its educational programs offering a variety of topics under the Finance Matters program. Participation is cost-free to staff, and staff may enroll to assure they have an opportunity to attend the sessions.

- **Policy Making and Implementation #2: Review program and policy changes to ensure they do not disproportionately harm the less advantaged**
  The committee sent a memo to Lisa Underwood, Associate VP for Parking and Transportation, providing class and labor considerations for her committees to include while deliberating bus routes, parking rates, and other issues.

- **Policy Making and Implementation #3: Evaluate differences in policy implementation across schools and departments**
  HR Leadership Group discussion was held regarding this subject. Two primary issues arose: Family Medical Leave Act and other HR policy implementation (like early release before holidays). The HR leaders requested HR provide persistent education related to FMLA, and agreed that other HR policies are adapted based on the business needs of each unit and we should allow that flexibility for the units.

- **Policy Making and Implementation #4: Ensure that policies governing benefits, access to programs and time management apply to day-to-day operations equitably across the institution**
  HR Leadership Group discussion was held regarding this subject. Two primary issues arose: Family Medical Leave Act and other HR policy implementation (like early release before holidays). The HR leaders requested HR provide persistent education related to FMLA, and
agreed that other HR policies are adapted based on the business needs of each unit and we should allow that flexibility for the units.

- **Policy Making and Implementation #5: Eliminate difference in library privilege**
The Library Policy Committee reviewed the policies and is aware of the request to provide reasonable accommodations to staff, and provide significant flexibility within the lending policies to accommodate most needs. Staff can request extended loan periods based on need. However, a difference does still exist between faculty and staff privileges.

- **Policy Making and Implementation #8: Create a committee to review parking and transportation at Emory as they affect people very differently according to class, job status, or income level.**
  A parking and transportation committee currently exists as part of the University Senate. The committee sent a memo to Lisa Underwood, Associate VP for Parking and Transportation, providing class and labor considerations for her committees to include while deliberating bus routes, parking rates, and other issues.

- **Contract Labor #1: Make the process for choosing major contractors more transparent**
  After broad input from the current and prior Class and Labor committees, executive leadership, and the contract liaisons, the contracting checklist and principles document (attached) has been completed and implemented as of January 1, 2014.

- **Contract Labor #2: Establish a centralized campus entity to advise in selecting major contractors**
  After broad input from the current and prior Class and Labor committees, executive leadership, and the contract liaisons, the contracting checklist and principles document (attached) has been completed and implemented as of January 1, 2014. The checklist creates a centralized campus entity advising on selection.

- **Contract Labor #3: Implement regular evaluation of contractors**
  After broad input from the current and prior Class and Labor committees, executive leadership, and the contract liaisons, the contracting checklist and principles document (attached) has been completed and implemented as of January 1, 2014. The checklist provides for regular evaluations and opportunities for community input throughout the contracting period.

- **Contract Labor #4: Actively address impediments that prevent university from gaining knowledge about contractors’ employees**
  After broad input from the current and prior Class and Labor committees, executive leadership, and the contract liaisons, the contracting checklist and principles document (attached) has been completed and implemented as of January 1, 2014. Appropriate oversight is addressed with this checklist in compliance with the joint employment doctrine.

- **Contract Labor #5: Explore how companies engage in practices like monitoring demonstrations and holding closed-door meetings with employees about labor organizing**
  Emory and its contracted partners abide by the National Labor Relations Act. Additionally, the University provides a Respect for Open Expression Policy, adopted by the University Senate on October 29, 2013.

- **Contract Labor #6: Affirm the role of Emory contract liaisons and articulate and protect relevant university values and ethical practices**
  After broad input from the current and prior Class and Labor committees, executive leadership, and the contract liaisons, the contracting checklist and principles document (attached) has been completed and implemented as of January 1, 2014.
• Contract Labor #7: Seek to reduce differences between circumstances of Emory’s staff and contracted workers.

After broad input from the current and prior Class and Labor committees, executive leadership, and the contract liaisons, the contracting checklist and principles document (attached) has been completed and implemented as of January 1, 2014. This checklist sets expectations and provides for contractor evaluations as related to Emory’s human resource practices.

Pending Recommendation

Several recommendations are close to implementation but require additional work before finalizing. A key recommendation, described below, is under discussion.

1) In response to Community and Culture #1, the implementation of a University pledge or creed is being considered by a working group of the Class & Labor Implementation Committee, chaired by Kimberly Applegate, School of Medicine, and Katherine Brokaw, Law School. An analysis of benefits and issues such a pledge might provide or raise, as experienced by Emory Healthcare, should be a part of this consideration.

Ancillary Issue

As the committee discusses the recommendations, a few ancillary issues have arisen during our discussions. As these arise the committee assigns each issue to an individual who is responsible for further evaluation and follow-up. A predominant issue related to implementing many recommendations is stated below.

1) The committee continues to discuss effective ways of communicating and monitoring implementation of the recommendations put forth. With Emory’s decentralized structure, there are opportunities to enhance communications of available resources, improve consistency of policy implementation, and work to reduce the impact of class differences across campus. The Class and Labor Implementation Committee continues to discuss ways to manage the communication and monitoring more effectively.

The committee will continue meeting bi-weekly and discussing the possibility of implementing the remaining recommendations.

Respectfully submitted,

Eric Bymaster
Assistant Vice President, Finance & Operations, Campus Life
Chair, Class and Labor Implementation Committee