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## Class & Labor Implementation Committee Summarized Report of Action Steps & Ongoing Owners

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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 summary report is offered to the Emory community describing resolution of the 62 recommendations. Owners of the actionable items have been identified and handed responsibility for the proposed actions.

### Resolved Recommendations

- **Infrastructure #1: Ensure members of community are treated equitably & fairly**  
The University Senate is considering a proposal offered by this Class & Labor Implementation Committee asking Deans, Unit Heads, and SGA leadership to lead a discussion in their units to develop values based upon [Emory's Ethical Principles](#). These values would reflect each Unit's work and commitment to ethical principles. A toolkit is provided for those discussions, along with the expectation that each unit will report their progress to the University Senate (proposed at the February 24, 2015 Senate meeting). Council of Deans will review the proposal in March 2015.
- **Infrastructure #2: Add "class" as a category of diversity to be represented in Emory's diversity structure**  
Discussion with General Counsel completed and The Advisory Council on Community and Diversity has reviewed. There is not wide support to consider this further.
- **Infrastructure #3: Examine the charge of Employee Council to ensure effectiveness**  
Employee Council has discussed their charge and continues to regularly report their initiatives and work to University Senate.
- **Infrastructure #4: Promote third party reviews of workplace practices**  
Learning & Organizational Development (LOD) in Human Resources provides resources, including a list of external consultants for use by departments and divisions. Additionally, employee engagement surveys should be conducted periodically. Triggering events will be monitored by HR to indicate the need for a third-party review.
- **Infrastructure #5: Create standards for employee relations resources.**  
Employee Relations in Human Resources will manage, monitor, and promote resources.
- **Infrastructure #6: Strive to make space available to every employee**  
In following best practices of Yerkes and Building & Residential Services, it is recommended that Employee Council, the Contract Advisory Group, and Campus Services monitor and respond to employee requests for space as the University strives to provide individual spaces for all.
- **Infrastructure #7: Find ways to identify staff by name**  
Identifying staff by name in buildings and facilities in which they work should be managed by building managers. The safety and security of staff members should be considered while



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implementing this recommendation. Employee Council should be advised of future steps toward this recommendation.

- **Infrastructure #8: Provide anti-harassment training for all units**  
Anti-harassment training is currently available. The committee recommends the Office of Equity & Inclusion guide the design of an on-line training program widely available to the Emory community.
- **Community & Culture #1: Foster a culture of civility**  
The University Senate will oversee a process for units to develop new values or review existing values and report their process and values to Senate when completed.
- **Community & Culture #2: Non-academic staff should be treated with respect**
  - The University Senate will oversee a process for units to develop new values or review existing values and report their process and values to Senate when completed.
- **Community & Culture #3: Make diversity & inclusivity training part of every unit's development**  
Proposed handoff to the committee established to evaluate and determine diversity training needs on campus. Sponsored by Advisory Council on Community & Diversity and the Office of Equity and Inclusion.
- **Community & Culture #4: Make anti-harassment training part of every unit's development**  
Recommending redesign of the new faculty & staff orientation, with the Office of Equity & Inclusion creating online training for all existing staff and system to provide assessment, oversight, & maintenance of records.
- **Community & Culture #5: Create a network to provide guidance when employment or ethical issues arise.**  
Internal Audit is developing a matrix of contact persons and numbers for reporting issues and concerns across the University.
- **Community & Culture #6: Include staff on major committees**  
Discussions planned with Dean's Council, Administrative Council and the Vice President's group to discuss opportunities for involving all levels of staff in committee work.
- **Community & Culture #7: Review exclusive non-work spaces**  
The Faculty Dining Room has been closed and building managers to keep access in mind when developing spaces. The committee was unable to identify other non-work spaces with class distinctions.
- **Community & Culture #8: Encourage units to invite staff to common celebrations**  
Discussions planned with Dean's Council, Administrative Council and the Vice President's group to discuss opportunities for involving all levels of staff in committee work.
- **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. [The Office of Equity & Inclusion](#) 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.



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- **Communication #1:** *Create a system of multiple media for communication matters of importance*  
Emory's Office of Communications and Public Affairs has affirmed its commitment to providing information through multiple media formats.
- **Communication #2:** *Create and maintain a central digest of learning opportunities*  
Learning and Organizational Development in Human Resources will maintain a digest of learning opportunities using the Learning Management System (LMS) and websites.
- **Communication #3:** *Conduct annual, locally focused employee satisfaction surveys.*  
Learning & Organizational Development (LOD) in Human Resources provides resources, including a list of external consultants for use by departments and divisions. Additionally, employee engagement surveys should be conducted periodically. Human Resources, Organizational Development is developing a model survey for use by schools and units. The Advisory Council on Community & Diversity supports this survey as well
- **Communication #4:** *Report to Employee Council data for promotions, reclassifications and terminations of staff annually.*  
Employee Relations will report this information annually at an Employee Council meeting annually
- **Communications #5:** *Ensure Employee Council representatives have access to leadership within their respective schools and units.*  
Employee Council orientation includes information and support for councilmembers communicating with their unit leaders on an ongoing basis.
- **Communication #6:** *Continue to publicize Emory's successes in training, education, and promotion.*  
Learning & Organizational Development, along with HR Communications will publicize training and education successes. HR will begin quarterly reports regarding the number of promotions quarterly.
- **Professional Development #1:** *Articulate a clear philosophy regarding staff development*
- **Professional Development #2:** *Provide multiple channels and professional development opportunities while mentoring staff members*
- **Professional Development #3:** *Develop a university learning strategy*
- **Professional Development #4:** *Establish a talent management strategy*  
The owner of these combined recommendations will be the Vice President for Human Resources. Please Appendix B for the full plan.
- **Professional Development #5:** *Increase access to education by allowing more work time flexibility*  
HR Administration and the Work Life Resource Center will survey units to understand use of flexible work policy. They will provide information in supervisory trainings and develop solutions for units with less opportunity for flexibility.
- **Professional Development #6:** *Increase Emory-provided courses for professional enrichment*  
Learning and Organizational Development will maintain a digest of learning opportunities in the Emory Learning Management System (ELMS) and websites. HR Communications will work with departments to develop a communication strategy in the fall of 2014.



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- **Professional Development #7:** *Consider impact on fringe pool of increasing cap of tuition reimbursement*

This is handed to the Fringe Benefits committee of the University Senate to determine appropriate considerations and steps toward this recommendation.
- **Professional Development #8:** *Review job-related restrictions of tuition reimbursement*

Human Resources administration will benchmark other institutions and provide information to the Fringe Benefits committee of the University Senate for further consideration. Currently, the reimbursement rate matches the Georgia State tuition rate.
- **Professional Development #9:** *Encourage & allow each staff member time for professional development.*

Work Life Resource Center & HR Administration needs to survey units to gain understanding of support for flexibility as related to professional development. A policy statement should address the support given by senior management. Other opportunities exist with Work Life resources, developing solutions for compressed work weeks and non-standard hours as well as training for supervisors to provide flexibility.
- **Professional Development #10:** *Devise a competitive process that allows staff sabbaticals of one month*

Based upon varied sabbatical policies and lack of support for this initiative, the committee did not endorse further consideration of this initiative
- **Professional Development #11:** *Create a goal of 100% literacy & numeracy*

Supervisors and HR Reps will connect individuals with community resources, technical schools and other opportunities for literacy and numeracy programs. Additionally, the Central Learning Digest maintained by Human Resources will provide links to resources. Campus Services is already providing resources after results of supervisor testing are received.
- **Supervision of Staff #1:** *Mandate training for new supervisors, including faculty who supervise staff*
- **Supervision of Staff #2:** *Require ongoing training of supervisors*

The HR Learning & Organizational Development (LOD) Department should utilize the information from its upcoming learning needs assessment to determine what areas are most needed for supervisors. Using this information, and in consultation with appropriate offices, develop recommendations for courses that should be taken by all supervisors. [Note: for the purpose of this recommendation, the term “supervisor” refers to anyone who has direct reports, regardless of their level within the University.]
- **Supervision of Staff #3:** *Require periodic 360-style reviews of all supervisors*

Two opportunities exist for 360 feedback. One is utilizing the reviews in developmental planning with the desire of the supervisor. This would be completed at the discretion of the departments. The second opportunity is creating an opportunity for employees to provide feedback regarding supervisors during the performance review process. Human Resources will develop a form for obtaining feedback for the FY15 performance review cycle.
- **Supervision of Staff #4:** *Explore ways to identify problematic supervisors*

Central HR will approach this in several ways: 1) creating standards for school & division-specific employee relations resources 2) promote third-party reviews of workplace practices (with a list of triggers to indicate initiation of a third-party review 3) multi-phase approach to training for



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new & ongoing supervisors, and 4) make anti-harassment training a part of every unit's professional development plan.

- **Work flexibility, Benefits, and Compensation #1:** *Ensure jobs have access to some form of flexibility*  
HR Administration and the Work Life Resource Center will survey units to understand use of flexible work policy. They will provide information in supervisory trainings and develop solutions for units with less opportunity for flexibility.
- **Work flexibility, Benefits, and Compensation #2:** *Work toward and inform the community about child care options*  
The [Emory Work Life 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). The current minimum is \$11.88 and the proposed FY16 rate is \$12.05.
- **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 Work Life 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.
- **Work flexibility, Benefits, and Compensation #8:** *Encourage departments to monitor workflow ensuring staff are compensated commensurate with responsibilities.*



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HR unit leaders will discuss the need to monitor job changes and appropriate compensation. Additionally, the supervisor training will include information regarding significant job changes and compensation implications. The HR Compensation group will develop guidance for their website explaining the difference between minor and significant job responsibility changes.

- ***Policy Making and Implementation #1: Should “class” be included in the non-discrimination policy?***  
Discussion with General Counsel completed and The Advisory Council on Community and Diversity has reviewed. There is not wide support to consider this any further.
- ***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 #6: Review policies to ensure work-life balance***  
The Work Life Resource Center will continue to monitor these issues and provide guidance and counsel to units as related to work-life balance.
- ***Policy Making and Implementation #7: Require departments where staff are not assigned a computer to allow staff 15 minutes daily to connect with Emory.***  
The committee is unable to develop an implementation plan for this recommendation. The committee does encourage units to think about how staff receive important Emory information and resources. Where possible, we encourage identifying machines for general staff use as needed.



- ***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



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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.

Recognizing that specific units across campus have assumed responsibility for the ongoing oversight and management of these items, and upon approval of this final report, the Class & Labor Implementation Committee requests a release from its regular duties as a University Senate Standing Committee and recommends that the Committee disperse until further notice.

Respectfully,

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



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## Appendix A

### Summary of Issue Owners for Long-Term Management

- Infrastructure #1 “Equitably & Fairly” – **University Senate**
- Infrastructure #2 “Class as category of diversity” – **General Counsel**
- Infrastructure #3 “Effectiveness” - **Employee Council**
- Infrastructure #4 “Workplace Practices” – **Learning & Organizational Development in Human Resources**
- Infrastructure #5 “Employee Relations” – **Employee Relations in Human Resources**
- Infrastructure #6 “Employee Requests for Space” - **Employee Council, Contract Advisory Group & Campus Services**
- Infrastructure #7 “Identify Staff” - **Building Managers**
- Infrastructure #8 “Anti-Harassment Training” – **Office of Equity & Inclusion**
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- Community & Culture #1 “Culture of Civility” – **University Senate**
- Community & Culture #2 “Non Academic Staff” – **University Senate**
- Community & Culture #3 “Diversity & Inclusivity Training” – **Advisory Council & Office of Equity & Inclusion**
- Community & Culture #4 “Anti-Harassment Training” – **Office of Equity & Inclusion**
- Community & Culture # “Create a Network for Employment Ethical Issues” – **Internal Audit**
- Community & Culture #6 “Include Staff on Major Committees” – **Dean’s Council, Administrative Council & Vice President’s Group**
- Community & Culture #7 “Review Exclusive Non-Work Spaces” – **Building Managers**



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Community & Culture #8 “Encourage Units to Invite Staff to Common Celebrations” - **Dean’s Council, Administrative Council & Vice President’s Group**

Educating the Community about Class & Labor #1 “Open Conversations about the History & Current Conditions of Labor and Labor Organizing” – **Emory’s Distinguished Faculty**

Educating the Community about Class & Labor #2 “Remind Staff Access of their Access to Information about their Right to Organize” – **Human Resources**

Communication #1 “System of Multiple Media” - **Office of Communications and Public Affairs**

Communication #2 “Central Digest of Learning Opportunities” – **Learning and Organizational Development in Human Resources**”

Communication #3 “Conduct Annual, Locally Focused Employee Satisfaction Surveys” – **Learning & Organizational Development in Human Resources, Advisory Council on Community & Diversity**

Communication #4 “Data for Promotions, Reclassifications and Terminations of Staff Annually” – **Employee Relations**

Communication #5 “Ensure Employee Council Representatives Have Access” – **Employee Council**

Communication #6 “Publicize Emory’s Successes in Training, Education, and Promotion” – **Learning & Organizational Development & HR Communications**

Professional Development #1 “Articulate a Clear Philosophy Regarding Staff Development” – **Vice President for Human Resources**

Professional Development #2 “Provide Multiple Channels & Professional Development” - **Vice President for Human Resources**

Professional Development #3 “Develop a University Learning Strategy” – **Vice President for Human Resources**



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Professional Development #4 “Establish a Talent Management Strategy” - **Vice President for Human Resources**

Professional Development #5 “Increase Access to Education by Allowing More Work Time Flexibility – **HR Administration & Work Life Resource Center**

Professional Development #6 “Increase Emory-Provided Courses for Professional Enrichment” – **Learning and Organizational Development and HR Communications**

Professional Development #7 “Impact on Fringe Pool of Increasing Cap of Tuition Reimbursement” – **Fringe Benefits Committee of the University Senate**

Professional Development #8 “Review Job-Related Restrictions of Tuition Reimbursement” – **Human Resources Administration**

Professional Development #9 “Encourage & Allow Each Staff Member Time for Professional Development” – **Work Life Resource Center & HR Administration**

Professional Development #10 “Devise a Competitive Process That Allows Staff Sabbaticals of One Month” – **No owner, not pursuing**

Professional Development #11 “Create a Goal of 100% Literacy & Numeracy” – **Supervisors & HR Reps**

Supervision of Staff #1 “Mandate Training for New Supervisors, Including Faculty Who Supervise Staff” – **HR Learning & Organizational Development Department**

Supervision of Staff #2 “Require Ongoing Training of Supervisors” - **HR Learning & Organizational Development Department**

Supervision of Staff #3 “Require Periodic 360-Style Reviews of All Supervisors” – **Human Resources**

Supervision of Staff #4 “Explore Ways to Identify Problematic Supervisors” – **Central HR**

Work Flexibility, Benefits, and Compensation #1 “Ensure Jobs Have Access to Some Form of Flexibility” – **HR Administration & Work Life Resource Center**



- Work Flexibility, Benefits and Compensation #2 “Work Toward and Inform the Community About Child Care Options” – **Emory Work Life Resources Center**
- Work Flexibility, Benefits, and Compensation #3 “Continue Market Analysis of Compensation & Benefits” – **Compensation Team**
- Work Flexibility, Benefits, and Compensation #4 “Benefit Improvements Where Emory is Below Market: Life Insurance, Dental Insurance, and Adoption Benefit” – **Human Resources**
- Work Flexibility, Benefits, and Compensation #5 “Continue to Increase The Minimum Wage for Emory Staff & Contract Workers” – **Compensation Team**
- Work Flexibility, Benefits, and Compensation #6 “Budget Funds Centrally to Address Market Competitiveness Problems” – **Compensation Team**
- Work Flexibility, Benefits, and Compensation #7 “Provide Financial Education Geared Toward the Needs of Staff” – **Emory’s Work Life Resource Center**
- Work Flexibility, Benefits and Compensation #8 “Encourage Departments to Monitor Workflow” – **HR Unit Leaders**
- Policy Making and Implementation #1 “Should “Class” be Included in the Non-Discrimination Policy” – **General Counsel & The Advisory Council on Community & Diversity**
- Policy Making and Implementation #2 “Review Program and Policy Changes to Ensure They Do Not Disproportionately Harm The Less Advantaged” - **Campus Services & Associate VP for Parking & Transportation**
- Policy Making and Implementation #3 “Evaluate Differences in Policy Implementation Across Schools & Departments “– **HR Leadership Group**
- 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**
- Policy Making and Implementation #5 “Eliminate Difference in Library Privilege” – **The Library Policy Committee**



Policy Making and Implementation #6 “Review Policies to Ensure Work-Life Balance” – **Work Life Resource Center**

Policy Making and Implementation #7 “Require Departments Where Staff Are Not Assigned a Computer to Allow Staff 15 Minutes Daily to connect with Emory” - **Supervisors**

Policy Making and Implementation #8 “Create a Committee to Review parking and Transportation at Emory” – **Parking and Transportation Committee**

Contract Labor #1 “Make the Process for Choosing Major Contractors More Transparent” – **Executive Leadership, Contract Advisory Group, and the Contract Liaisons**

Contract Labor #2 “Establish a Centralized Campus Entity to Advise Selecting Major Contractors” – **Executive Leadership, Contract Advisory Group, and the Contract Liaisons**

Contract Labor #3 “Implement Regular Evaluation of Contractors” - **Class and Labor Committees, Executive Leadership, Contract Advisory Group, and the Contract Liaisons**

Contract Labor #4 “Actively Address Impediments That Prevent University from Gaining Knowledge About Contractors’ Employees” - **Executive Leadership, Contract Advisory Group, and the Contract Liaisons**

Contract Labor #5 “Explore How Companies Engage in Practices Like Monitoring Demonstrations & Holding Closed-Door Meeting with Employees about Labor Organizing” – **University Senate**

Contract Labor #6 “Affirm the Role of Emory Contract Liaisons and Articulate and Protect Relevant University Values and Ethical Practices” - **Executive Leadership, Contract Advisory Group, and the Contract Liaisons**

Contract Labor #7 “Seek to Reduce Differences Between Circumstances of Emory’s Staff and Contracted Workers” - **Executive Leadership, Contract Advisory Group, and the Contract Liaisons**



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## Appendix B

### Recommendations:

- 1. Philosophy on Staff Development, Promotion, and Advancement**
- 2. Develop a University Learning Strategy and Create the Organization Structure to Support the Strategy**
- 3. Establish a Talent Management Strategy**

When reviewing the recommendations for the topics above, the Committee determined that the three recommendations are highly related and should be addressed together. The Committee believes that the philosophy on staff development, promotion and advancement will provide the “theory” for how development and advancement should be championed and addressed at the University. The learning and talent management strategies will provide the foundation of how to implement the philosophy.

### 1. Recommendations:

1. Emory should articulate a clear philosophy about staff development, promotion, and advancement. This philosophy should include
  - a. a statement of commitment that outlines the accountability of staff members, their supervisors, and the university (While Emory cannot provide regular promotions for all, it would help to have clarity about the roles and responsibilities related to an employee’s career progression at Emory.);
  - b. an explicit recognition of two different kinds of education available to staff members:
    - i. participation in formal education curricula, whether at Emory or at other educational institutions, and
    - ii. development of job-related skills through in-house or off-campus training programs;
  - c. a clear recognition that job assignments can also provide opportunities for development.
2. Emory should also develop a university learning strategy and create the necessary organizational structure to support the strategy.
  - a. Ensure that all staff have access to developmental opportunities, whether classroom training, online training, cross-functional assignments, etc.



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- b. Ensure good, low-cost opportunities to obtain computer literacy or more advanced computer skills. Currently, these classes are not offered through Learning Services and there seems to be a gap between needs and access for some staff.
  - c. Ensure sufficient opportunities for lower-paid staff to have learning opportunities and to have sufficient flexibility in the work environment to attend them.
  - d. Encourage more attendance at Emory's training and educational opportunities. This could be accomplished through scholarships for Emory Continuing Education and opportunity to enroll in Emory graduate programs part time (some have this opportunity but not all).
  - e. Create a Learning Resource Center that could be staffed by volunteers (staff, faculty, and students) to provide assistance (through classes or one-on-one training) on topics such as computer programs, ESL, numeracy, etc. *Different methods of delivery should be researched and delivered as appropriate, e.g., learning applications that could be downloaded to a mobile device. [Added by the Implementation Committee to the original recommendation.]*
3. Establish a talent management strategy that identifies staff with high performance and high potential, and results in the establishment of talent pools that can be considered for possible promotion or transfer.

**2. Owner: Vice President for Human Resources**

**3. Current status:**

With regard to a philosophy for staff development, Emory currently has policies regarding professional development, tuition reimbursement, and Courtesy Scholarship. Further, there are policies related to promotions at Emory, and the new performance management website provides information regarding development planning that delineates the importance of work experience in development. However, there is no overarching statement of Emory's philosophy about staff development, promotion, and advancement that integrates these concepts, and outlines the accountability of the staff member, supervisor, and the University.

With regard to a University learning strategy, Emory currently offers many development opportunities including courses and programs offered through Learning and Organizational Development, courses offered through specific units, tuition reimbursement, and Courtesy



Scholarships. There are areas of development that are not currently taught through Learning & OD, such as computer literacy skills. However, these courses are taught through Emory Continuing Education.

With regard to a talent management strategy, there are currently talent management/succession planning efforts taking place in some divisions and Schools; however, there is not a consistent University-wide strategy. The University also offers three different leadership development programs at the executive level that are designed for high potential employees. Further, the Learning and Organizational Development department within Central Human Resources is developing a more comprehensive talent management model and beginning to work with different areas within the University to implement the model.

#### **4. Recommendation:**

Ultimately, the Vice President of Human Resources is responsible for the areas that are outlined in these three recommendations. As stated previously, the Committee also sees these three recommendations as highly interrelated. Therefore, it is recommended that the Vice President, working with his team in HR and other senior leaders, as appropriate, develop the philosophy and strategies.

In developing this philosophy for staff development for the University, the Class and Labor Implementation Committee recommends that he give serious consideration to how the following areas can be addressed within the philosophy:

- a. How the philosophy addresses the full and broad spectrum of employees at Emory – both functional area and level within the University department/division. Consideration should be given to other educational opportunities in addition to formal degrees, e.g., certificate programs.
- b. The need for Schools/Divisions/ Units to have flexibility to address unit-specific needs
- c. The perceived promise of promotions to which such a statement can lead
- d. How do we reward those who do well
- e. The mindset of retaining our high performing employees
- f. On-going continuous support and development for all employees
- g. A statement of commitment that outlines the accountability of staff members, their supervisors, and the university

With regard to the development of the learning strategy, the Class and Labor Implementation Committee recommends that he give serious consideration to how the following areas can be addressed within the strategy:

- a. How the strategy will address the full and broad spectrum of employees at Emory
- b. How to best fund the strategy. For example, consideration should be given to creating a central pool of funding for courses offered within the University. This



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would eliminate the need to charge the costs of courses and programs back to the departments, and result in increased access to the courses across the departments/schools/units.

- c. The organizational structure that will be required to support the strategy
- d. The strategy should be communicated broadly.

With regard to the talent management strategy, the Committee recommends that the Learning and Organizational Development department continue its work in this area.

- 5. **Resources needed:** To be determined.