Committee on Class and Labor

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Membership

- Faculty, Staff, Students, Administrators
  Nadine Kaslow, Chair; Gary Hauk, Co-Chair;
  Peter Barnes, Advisor
  Elizabeth Bounds, Angie Duprey, Bridget Guernsey Riordan, Ozzie Harris, Wanda Hayes, Herman Howard, Anne-Kathrin Kronberg, Theresa Milazzo, Jackie Owen, Mika Pettigrew, Jonathan Prude, Stephanie Spangler, Cathy Wood, Kathryn Yount
Charge – Staff Focus

- Assess whether class is a significant factor in work relationships at Emory
- Understand the basic contours of the nonacademic labor market in which Emory competes in Atlanta and beyond
- Evaluate retention, advancement, and employee engagement and identify structural impediments to career and educational opportunities
- Determine clear principles and effective practices for guiding the use of contracted labor on campus
Data Gathering

- Surveys
  - Emory staff
  - University’s major contractors
  - Market analysis of compensation and benefits
  - Promotion, retention, turnover, exits
  - Educational and professional development offerings
  - People who declined offers of employment at Emory
  - Relevant Emory policies
Data Gathering

• Meetings with experts and key leaders
• Focus Groups
  – Staff
  – Faculty
  – Students
  – Senate, Employee Council, Presidents’ Commissions
  – Council of Deans
  – Emory liaisons with the university’s major contractors
  – Teamster Union Representative
  – Task Force on Dissent, Protest, Community
Major Findings

• Nature of Class
  – At Emory, the phenomenon of class exists, yet there have been no major initiatives concerning class.
  – We need to find ways to
    • Honor the positive dimensions of class differences (e.g., diversity) and minimize their inappropriate and unjust impact on the quality of our work life
    • Be mindful of and reflective about class and its impact on campus life
    • Address issues of class, which will lead to greater work satisfaction on campus.
Major Findings

• Class and Workplace Satisfaction
  – Emory employees generally are
    • Satisfied about their work
    • Satisfied with their benefits
    • Less satisfied with their compensation
    • Concerned that they are expected to give more, yet get less
    • Concerned about inconsistent implementation of policies
Major Findings

• Culture of Education, Professional Advancement
  – Emory offers outstanding opportunities for self-improvement
  – Staff often are unaware of such opportunities and are concerned that certain opportunities are not available
  – There is a lot of frustration about the relative lack of opportunity for advancement within units, a common problem at universities
  – Emory lacks a clear philosophy on staff development
  – Staff and their supervisors are not held accountable for planning a path of professional/personal development or knowing pertinent available resources
Major Findings

• Contract Labor
  – Emory employs a visible contract labor force
  – Employing contractors raises issues re: definition of the community, voice and rights, applying ethical principles to cost containment and efficiency, and culture differences
  – Emory does not have clearly articulated and public principles by which to select and evaluate contractors
Major Findings

- Contract Labor
  - There are legal hurdles that make it challenging to gather information about contractors and contract workers’ experiences
  - The University has a responsibility to ensure that contracted employees have access to adequate benefits, fair wages, and functioning grievance structures, and that these are relatively comparable to those available to Emory’s workforce
Recommendations

• Overarching
  – The entire Emory community should review and engage with this report through appropriate mechanisms
  – The Provost and EVP should oversee the implementation of this report (e.g., assign tasks to appropriate individuals/units, track progress, secure funding)
  – Overseen by the Senate, an advisory committee (staff, faculty, students, administrators) should be appointed by February 2013 to work with the Provost and Executive Vice President for Finance and Administrative (EVP), to prioritize recommendations and monitor their implementation
Recommendations

• Infrastructure
  – Review current offices and structures that are designed to ensure equitable treatment; look for areas where there is room for improvement (including possible creation of an Ombuds office or similar resource)

• Community and Culture
  – Facilitate a culture of mutual regard and support, while recognizing the vast variety of roles played by different members of the community
Recommendations

• Community Education about Class and Labor
  – Offer forums for members of the university community to engage in dialogues about class and labor

• Communication
  – Enhance communication on campus, particularly with regard to staff interests
Recommendations

- Professional Development
  - Articulate a philosophy about the education and professional development of the Emory work force
  - Foster responsibility and accountability on the part of staff and supervisors for ensuring that every staff member has a clear understanding of possible professional development pathways
Recommendations

• Supervision of Staff
  – Invest in more management and supervisory development programs
  – Require supervision training for all new supervisors and ongoing training for all supervisors of staff, including faculty who supervise staff

• Work Flexibility, Benefits, and Compensation
  – Strive to continue to enhance Emory’s leadership vis-à-vis benefits and consider adding benefits found in other companies (e.g., adoption)
  – Improve compensation for job categories where it is less competitive compared to the market
Recommendations

• Policy Making and Implementation
  – Consider the impact on staff who have fewer economic advantages and less voice in governance before implementing any new policy or practice
Recommendations

• Contract Labor
  – Make the rationale and processes for choosing major contractors more transparent and more closely tied to Emory’s “Statement of Guiding Ethical Principles”
  – Develop more oversight of contracts tied to these ethical principles
  – Find ways to include contract workers more fully in the Emory community
  – Explore ways to constructively address barriers associated with U.S. labor law re: contract workers
Dissemination Plan

• Dissemination (proposal)
  – Week of January 15 – Emory Report
  – January 16 – Employee Council for discussion
  – January 22 – University Senate for discussion
  – February 6 – Council of Deans for discussion
  – February 19 – Faculty Council for discussion
  – April 10 – Administrative Council for discussion
  – Spring Semester 2013 – two open forums announced in Emory Report (contract workers also welcome)
Questions