Purpose

The purpose of this report is to examine the charge of the Employee Council and to make recommendations to improve the Employee Council at Emory. The Council believes that implementing changes and modernizing the Council will create a more effective representative body. The target audience is university senate and leadership.

History

The Employee Council was created in 1970. The Council’s bylaws contain a very stringent membership roster, dictating how many representatives are from each body. Many of these bodies have been restructured or are very different than they were over 40 years ago.

Council is funded by the Office of Community and Diversity. Our current yearly budget of $6000 assists in paying for meeting spaces, programming, and food for both programs and the council of 50 members throughout the year.

Council plays a role on the university’s Senate. The Presidents (current and future) of Employee Council sit as Ex-Officio Members on the Executive Committee of the Senate. Six members of Council sit on the Senate as Category C members (this is opposed to the 18 faculty members and 12 student members). The past-president sits as an ex-officio member of senate and leads our six senate members. A member from Category C can hold the position of Secretary, but not of President. An Ex-Officio member cannot be nominated for any elected positions.

Council’s clear guidelines and authorities are also addressed within its bylaws (full bylaws are in attachment 1):

Council shall:

1. Address issues of common concern involving the life of the university;
2. Communicate with employees at all organizational levels regarding the various policies, practices, and programs of the university;
3. Seek to foster closer working relationships between the organizational areas and groups of employees at Emory by endorsing and promoting community-building programs and activities;
4. Deliberate on policies and programs proposed by the Department of Human Resources, by Council representatives, or by members of the faculty and staff,
and when appropriate, make recommendations to the appropriate authorities of the university; and

5. Support the principles of equal opportunity based upon the principle of Affirmative Action.

In January 2013, a Class and Labor Committee issued a report on class and how it affects employees on campus. Within this report were 59 recommendations to improve class issues on campus. Three of these recommendations directly related to Employee Council and they were:

1. Examine the charge of the Employee Council
2. Ensure that Employee Council representatives have access to leadership within their respective schools or units.
3. Annually examine and report to the Employee Council data about promotion, reclassification, and voluntary and involuntary termination of staff to demonstrate the extent to which Emory’s efforts are fair and supportive of Emory’s workforce.

The remainder of this report addresses three areas: the current bylaws, the recommendations from the Class and Labor Report, and recommendations for strengthening Employee Council.

**Reflections on Class and Labor Report**

The Council was asked to analysis a number of proposed questions to focus on the recommendations of the Class and Labor Committee. This is the Council’s feedback.

Questions followed by responses from Representatives:

1. What does the Council mean to the University? Why are we here?
   A. Employee Council is a voice for employees and provides strategic solutions to issues (i.e. creating Hardship Fund); conduit for information between staff and leadership.

2. How can Council be more successful? What would this do to improve the representatives’ role on Council?
   A. An employee asked the question, “What do we have authority to do as Employee Council representatives?” This raises the issue of authority. Our Council is not clear on our own authority and it shows throughout the University.

   B. President of Employee Council should meet with departments to ensure Employee Council members are truly representing interest of constituents and make sure leadership knows it’s mandatory to attend
C. Employee Council should have a voice before decisions are made not just used to disseminate information after the fact

D. Council members should have resources and contact information to give constituents if they come to them for help or with questions. *For example: information/resource card with Council name/logo

E. Minimal expectations of reps:
   i. face to face meeting with constituents once or twice a year
   ii. meet once or twice a year with appointer or Department Head
   iii. communicate what goes on at Council meeting in way that works best for rep and constituents
   iv. strongly suggest new member orientation
   v. expectations of council reps should come from University President or Employee Council President

3. What would improve the Council in your unit? Who would you think it would be helpful to have access to?

   A. New Council member orientation could help assist with clarifying what is expected of members and build leadership skills.
   
   B. Communication big part of making Council more successful; e-mail only as a means of communications not successful
      i. Ideas for additional means of communication include shuttle ads, ads in Emory Report and Emory Wheel; utilizing fact sheets and phone trees and having more face to face meeting with constituents that are not seen by rep on a day to day basis
   
   C. A representatives asked the question asked whether representatives would meet and discuss information with department HR reps and Leaders or would Council as a body meet with University Leaders

4. How would we utilize information data about promotion, reclassification, and voluntary and involuntary termination of staff to demonstrate the extent to which Emory’s efforts are fair and supportive of Emory's workforce?

   A. Should utilize annual report to help ferret out “the whys” - for instance: promotions, reclassifications, voluntary terminations up or down; use information to work with Learning Service or challenge Human Resources
Growing Issues with the Bylaws

Employee Council Bylaws were adopted in 1970 and reflect a University with a different departmental structure, in a time when we communicated much differently. This section will address each of the original charges as they relate to the current operations of the Council and University.

1. Address issues of common concern involving the life of the university;
   A. The Council works hard to accomplish this although with its limited authority, it is very difficult to see the fruits of our labors. We hear a lot of consistent complaints but are often not clear on how to address such complaints. We hold no stature within the University Administration and have no funding to address many complaints. A great example is that Employee Council first lobbied for an Ombudsman Office in the early 1990s. This is also a recommendation on the latest Class and Labor report. The Council is excited that there may be new momentum. At the same time Council would like to have the authority, avenue, and guidance to be able to accomplish these types of innovative ideas in a more timely manner than 20 years.

2. Communicate with employees at all organizational levels regarding the various policies, practices, and programs of the university;
   A. This charge plays a huge role in today’s Employee Council. This is a way to let employees know of the happenings on campus.
   B. Currently the Employee Council is inadequately represented and must be re-evaluated. Our structure creates pockets of uninformed employees and many departments do not look at Council as a necessity for their unit.
   C. Our council members are overworked. As president, I have worked an average of 10 hours a week on efforts of the Employee Council over a two year period with no vacations. This is on top of a 40 to 60 hour week at work (depending on the time of year). I represent a group of employees that work just as hard, if not harder than I do. We strive to encourage employees to achieve work/life balance, yet we are not modeling it.

3. Seek to foster closer working relationships between the organizational areas and groups of employees at Emory by endorsing and promoting community-building programs and activities;
   A. Employee council currently promotes events and funds across campus. Three examples are Town Hall, the Hardship Fund, and Staff Fest. For each of these examples Employee Council has taken a much larger role
than “endorsing and promoting” and that creates more demand on the time of the volunteer Council members.

4. Deliberate on policies and programs proposed by the Department of Human Resources, by Council representatives, or by members of the faculty and staff, and when appropriate, make recommendations to the appropriate authorities of the university; and

   A. Policies and programs are currently not brought to the council until after they have been decided. We do have members of council sitting on a Campus Development Committee, Class and Labor Committee, Diversity Advisory Committee, and Fringe Benefits Committee.

   B. Both Campus Development and Fringe Benefits committees have been very clear that these are truly just informational and are not meant to be committees that have say in changes.

5. Support the principles of equal opportunity based upon the principle of Affirmative Action.

   A. The concept of this charge may be somewhat outdated. Further discussion of what this would look may need to occur to meet the current visions of the University.

Recommendations

Council would like to request the following recommendations to the administration and senate:

1. Employee Council is in need of additional funding to maintain an adequate council. Funding requested includes:

   A. A staff member (possibly the ombudsman, see recommendation 3) hired to maintain structure and purpose of the Council. This person would not replace elected members but would have a vital role in the continued success of Council. This person could create a more efficient relationship between the leaders of schools and units as well as maintain consistent vision within the council.

   B. Funding for Executive members of Employee Council for hiring student employees to assist in administrative duties on council. The Council estimates the cost at $5000 a year, which is equivalent to two work study students.

   C. An extended budget to pay for rooms that were previously free to use on campus (such as the Jones Room in Woodruff Library) and leadership courses for Council Members. Many members have no previous
leadership experience and guidance would be vital to the success of council. An acceptable alternative would to be given waivers on room fees and training for members from Learning Services.

2. Employee Council should be used as a portal for University leaders to get input BEFORE decisions are made. This should be a standard and required step in decision making for HR and Administration.

3. An immediate action by the University to analyze implementing an ombudsman office (as recommended by the Class and Labor Committee) which the council has an active role in (perhaps from recommendation 1).

4. A restructure of council representatives that would more efficiently represent the entire university. This would need the assistance of Human Resources.

5. Make changes to Emory’s faculty and staff webpage. Currently Senate is only listed under faculty resources, not under staff resources.

6. An analysis of Employees representation and stature on senate and its equity in relation to students and faculty. Analyze opening up elected positions more freely to staff. How would this effect Senate and our university?

7. Changes to Senate by-laws that are inconsistent with the working of the council.
   A. Currently Senate By-laws state council representative should be elected. However, we do not have council representatives to sit on senate until the month Senate begins. This makes this rule impossible since Senate elections are in the spring.

8. Employee Council should have a yearly training on leadership and the expectations of representative.

**Conclusion:** Employee Council has the potential to be a strong asset to the university, if properly maintained. The talented people on the Council show initiative, autonomy, and innovation. Council looks forward to working with the Administration on developing an improved Council and making the University stronger for tomorrow.
Attachment 1
THE EMPLOYEE COUNCIL BYLAWS

Established in 1970 by Emory University president Sanford S. Atwood, the Employee Council facilitates communication between Emory employees and university administration and serves as an advisory body to the president. These are the bylaws of the Employee Council. The Employee Council represents the perspective of employees to the administration, recommends change when appropriate, and facilitates communication between the administration and employees at all organizational levels regarding university policies, practices, and programs. The Council fosters closer working relationships between organizational areas and groups of employees.

Adopted 1971. Revised April 2011

Article I. Authorization and Purpose

The Employee Council is authorized by the president of the university as an organization through which employees of the university can participate responsibly and meaningfully in the governance of the university community. While the Employee Council is not a decision-making body in regard to university policy, it shall provide information and ideas to those in decision making positions. It shall seek to represent an employee perspective to the administration and shall support that perspective for the betterment of the university community. Specifically, the Council shall:

1. Address issues of common concern involving the life of the university;
2. Communicate with employees at all organizational levels regarding the various policies, practices, and programs of the university;
3. Seek to foster closer working relationships between the organizational areas and groups of employees at Emory by endorsing and promoting community-building programs and activities;
4. Deliberate on policies and programs proposed by the Department of Human Resources, by Council representatives, or by members of the faculty and staff, and when appropriate, make recommendations to the appropriate authorities of the university; and
5. Support the principles of equal opportunity based upon the principle of Affirmative Action.
Article II. Membership

Section 1. Representation
Members of the Employee Council shall be full-time employees of Emory University and shall be selected from all organizational areas and employee levels throughout the university as follows:

Class A (46)

ACADEMIC AFFAIRS (Emory Schools) (25)
  Emory College (2)
  School of Law (1)
  School of Nursing (1)
  School of Medicine (15)
    o Grady campus (4)
    o Emory campus (10)
    o VA Medical Center (1)
  Yerkes (1)
  School of Business (1)
  School of Public Health (1)
  School of Theology (1)
  Graduate School of Arts & Sciences (1)
  Oxford College (1)

CAMPUS LIFE (2)
  Athletics, Student Accounts, Dobbs University Center, Bookstore, Food Services, International Student and Scholars Program, Student Health, Chaplain, Barkley Forum, Counseling Center, Career Center, Volunteer Emory, Greek Life

CARLOS MUSEUM (1)

CARTER CENTER (1)

GENERAL LIBRARIES (1)

INFORMATION TECHNOLOGY DIVISION (2)

OFFICE OF DEVELOPMENT AND ALUMNI RELATIONS (1)
  Health Sciences Development, University Programs Development, Annual Fund, Association of Emory Alumni

COMMUNICATIONS AND UNIVERSITY RELATIONS (1)
  Public Relations, Corporate Relations, Center for Life Long Learning, University Communications, University Photo/Video
UNIVERSITY ADMINISTRATION (12)

Executive Vice-Presidents
   o Finance & Administration, General Counsel, Property Acquisitions (1)
   o Academic Affairs, Health Affairs (1)
Office of the Vice President for Finance (2)
   o Grants and Contracts, Controller’s Office, Cash & Debt Management,
     Administrative Budget and Planning, Procurement and Material Services, Mail
     Services, Campus Printing, Office of the Bursar, Student Financial Services, Cash Operations,
     University Payroll Operations, University Accounts Payable and Travel Accounting, Finance
     Software Systems.

   Network Communications (1)
   Human Resources (1)
Campus Services (5)
   o Facilities Management Division, Residential Services (University Housing) (2)
   o Emory Police Dept. (1)
   o Alternative Transportation, Parking and Community Services (2)
Office of Admissions and Records, Testing and Evaluation, Registrar, Financial Aid (1)

Class B (6)

President’s Commission on the Status of Women (PCSW) (1)
President’s Commission on Race and Ethnicity (PCORE) (1)
President’s Commission on Lesbian, Gay, Bisexual, and Transgender Concerns (PCLGBTQ) (1)
Office of the President (University Secretary, Deputy to the President) (1)
Senior Vice Provost for Community and Diversity (Employee Council sponsor) (1)
"Emory Report" reporter (1)

Section 2. Selection of Representatives
Organizational heads shall be responsible for the selection of Council representatives and alternates from their areas. The Council’s Membership Committee shall be responsible for informing organizational heads of selection procedures.

Section 3. Term of Office
Representatives shall serve a two-year term. New representatives will begin their terms in September. A Class A representative may serve as a Council representative for an unlimited number of terms, though no more than three (two-year terms) consecutively. A Class B representative is ex-officio and may serve for an unlimited number of terms at the discretion of the person appointing them.

Section 4. Duties of Council Members
It shall be the responsibility of the Council members to attend the monthly meetings of the Council, to serve on a standing committee, and to distribute information regarding the Council to their constituents. The Council members shall also bring issues of concern from their constituents to the Council. Council members shall abide by university procedures. For
example, no Council member shall involve the Council in legal matters without direct approval of the Office of General Counsel and the Vice President of Equal Opportunity Programs. In the event that a Council representative cannot be present at a meeting, he or she shall send an alternate. It shall be the responsibility of said Council representative to brief his or her alternate on Council issues. Representatives are responsible for notifying the membership committee chairperson of absences prior to meetings so that they can be noted as excused in the minutes. Council members shall (at the request of the Office of Equal Opportunity Programs) serve on university resolution panels, called to conduct hearings when charges of harassment involving a staff member require resolution. This is in accordance with university policy and procedure.

Section 5. Unexpired Term
In the event of the resignation, inability to serve, or expulsion of a Council representative, the procedures set forth by the Membership Committee shall be followed in selecting a replacement to complete the term.

Section 6. Dismissal of Representatives
Upon recommendation of the Membership Committee, the Executive Committee may dismiss representatives for excessive absences from regularly scheduled meetings. Three unexcused absences shall result in review by the Executive Committee. Before taking action, the Executive Committee shall notify the representative that dismissal is being considered so that he or she may respond. If dismissal occurs, the president of the Council will notify the representative and his or her organizational head so that a replacement may be selected for the constituency affected.

Section 7. Alternates
For every member, there shall be an alternate, selected from the same unit of the university, who shall attend the Council meetings in the event the member must be absent. Alternates may also attend regular meetings, but do not have voting privileges.

Article III. Officers

Section 1. Officers and Elections
The officers of the Employee Council shall be: President, President-elect, immediate Past President, Secretary, Secretary-elect, Parliamentarian, Treasurer, and Historian. Officers are elected by the Council body, except for Parliamentarian, who is appointed by the President. Nomination forms shall be distributed at the November meeting by the Membership Committee, and nominations shall be accepted through the February meeting. Completed nomination lists and bio sketches of the nominees shall be distributed at the March meeting. Elections by paper ballot shall be held at the April meeting. Officers shall serve terms of one year beginning in September of the same year. A simple majority vote of Council members present is required for election. In the event of a tie vote for an office, the President shall cast the deciding vote, according to Robert’s Rules.
Section 2. Duties of the President
The President shall preside at all meetings of the Council, shall be an ex-officio member of all committees, shall serve as an ex-officio representative of the University Senate, shall serve as a member of the Senate Executive Committee, and shall serve as chair of the Employee Council Executive Committee. The President shall appoint ad hoc committees as needed. Upon assuming office as President, the person elected shall become an ex-officio member of the Council, and the organizational head of his or her constituency shall select a representative to serve during his or her term as President. The President shall be responsible for reviewing and maintaining the bylaws. Following the President's term of office, and provided that such term of office is the President's last year on the Council, the President shall remain on the council as Past President (ex-officio) for one year for purposes of completing the President's duties on the University Senate.

Section 3. Duties of the President-elect
The President-elect shall assist the President in performing his or her leadership responsibilities as appropriate, shall serve as chairperson of the Special Issues Committee, shall preside over Council meetings in the absence of the President, shall serve as an ex-officio member of the University Senate, shall serve as a member of the University Senate Executive Committee, and shall assume the responsibilities of the President at the end of the officers' annual term. Upon assuming office as President-elect, the person elected shall become an ex-officio member of the Council, and the organizational head of his or her constituency shall select a replacement representative to complete his or her unexpired term.

Section 4. Duties of the Secretary
The Secretary shall keep the minutes of Council meetings and shall maintain records of all papers pertaining to Council business for the current year.

Section 5. Duties of the Secretary-elect
The Secretary-elect shall assist the Secretary in performing his or her duties as appropriate, keep the minutes of Council meetings in the absence of the Secretary, and assume the duties of Secretary at the end of the officers' annual term. In addition, the Secretary-elect shall serve as Secretary of the Executive Committee, shall keep the minutes of the Executive Committee, and notify its members of meeting dates and locations.

Section 6. Duties of the Parliamentarian
The Parliamentarian will enforce parliamentary procedure as specified in Robert's Rules of Order. He or she will counsel the President, Executive Committee and Council members on the governing documents of the Council and parliamentary procedure as requested. He or she will maintain the time limit of debate as determined by the Council.
Section 7. Duties of the Historian
The Historian shall maintain files of the Employee Council, archival and active, and keep records of all activities of the Council. At the end of the Council year, the Historian will transfer all records to the Special Collections section of the Woodruff Library. The archival records will include, but are not limited to the official minutes and agendas of both the Executive Committee and the Council.

Section 8. Duties of the Treasurer
The Treasurer shall manage expenditures and monitor FAS ledgers for Council expenses and prepare annual budget projections for Council activities and related costs. The Treasurer will also work with the President and the Executive Committee and submit a formal budget proposal to the Office of Equal Opportunity Programs for the succeeding Council year.

Section 9. Unexpired Term of Elected Officers
In the event that the President or Secretary is unable to complete his or her term of office, the President-elect or Secretary-elect shall assume the respective vacant office for the length of the unexpired term. The President-elect in his or her capacity as President shall then appoint a Council member of the Special Issues Committee to assume the chair of that committee until the next President-elect is elected. In the event that the office of President-elect or Secretary-elect becomes vacant, a special election shall be held in order to fill the vacant office for the remainder of the term. A simple majority of members present shall be sufficient to elect. In the event of the resignation of any other elected officer, a special election shall be held at the next scheduled Council meeting. Prior to this election, nominations will be collected by the membership committee, and a nomination list will be distributed to Council members.

Section 10. Transfer of Records
All papers pertaining to current Council business shall be transferred from outgoing officers to incoming officers. Past records of the Council shall be transferred annually to the University Archive, Special Collections Department, Woodruff Library.

Article IV. Committees

Section 1. Executive Committee
The Executive Committee shall consist of the President, President-elect (the Special Issues Committee Chair), immediate Past President, Secretary, Secretary-elect, Membership Committee Chair, Communications Committee Chair, Historian, Treasurer and Parliamentarian. The Executive Committee shall consider all matters presented to it by the President, the Council, or an individual Committee member and make appropriate recommendations for action, shall assist the President in setting the agenda for Council meetings, and shall annually review the purpose and membership of each committee to assure that it is functioning as intended by the Council. The Executive Committee shall meet one week prior to the Council meeting and may be called for special meetings as needed.
Section 2. Membership Committee
The Membership Committee shall 1) maintain a current membership roster, 2) maintain attendance records of all meetings, 3) oversee the selection of Council representatives, and 4) annually review the Council's membership structure to assure that all areas of the university are appropriately represented.

Section 3. Communications Committee
The Communications Committee shall 1) plan at least one Employee Information Fair at which university employees can meet Council representatives and learn about Council activities, 2) plan a Town Hall Meeting with the university president, normally to be held in the fall, 3) work with Emory Report to publicize the Council and its activities, and 4) support other efforts to increase awareness throughout the university community of the Council's purpose and activities.

Section 4. Special Issues Committee
The Special Issues Committee shall consist of the President-elect as chairperson and ad hoc subcommittees appointed by the Committee chair to address issues identified by the Council President, the Executive Committee, or the Council. Subcommittee members shall serve until their subcommittee has fulfilled its charge as determined by the Council. At such time they may be appointed to another subcommittee.

Section 5. Hardship Fund Committee
The Hardship Fund Committee shall be responsible for creating awareness and soliciting donations for the Emory University Hardship Fund.

Section 6. Committee of Past Presidents
Past Presidents shall assist the Council in an advisory capacity as needed.

Section 7. Senate Representative Committee
The Senate ex-officio members (President, President-elect, and immediate Past President), selected representatives, and Senate Committee members shall comprise the Senate Representative Committee of the Employee Council. This Committee shall be chaired by the immediate Past President of the Employee Council and shall be convened as needed.

Article V. University Senate Representatives
The President, President-elect, and immediate Past President of the Council shall serve on the University Senate as ex-officio members. The Council shall select six additional representatives from the following organizational areas: four from Academic Affairs (Emory Schools) including one from Oxford College; one from university administration; and one from combined areas of Campus Life, Carlos Museum, Carter Center, General Libraries, Information Technology, and Office of Development and University Relations. The term for serving on the Senate is two years and coincides with their Council term. This term will be shorter if the representative is serving an unfilled term for another Council member. The Council shall select representatives to each
of the following Senate standing committees for two-year terms: Fringe Benefits (2 members), Traffic and Parking (2 members), and Campus Development (1 member). These representatives shall report to the Council about Senate committee activities and shall voice Council concerns to the respective committees as appropriate. Senate committee members do not hold seats on the Senate, unless they are elected chairs of the committee on which they serve.

Article VI. Meetings

Section 1. Regular Meetings
Regular meetings of the Council shall be the third Wednesday of each month, September through June. In the event that this date must be changed, the President will notify members of the change as soon as possible. The September meeting shall serve as an orientation for new members.

Section 2. Special Meetings
Special meetings of the Council may be called at any time by the President or a majority of the membership of the Council.

Section 3. Quorum
One third of the Council membership shall constitute a quorum for the transaction of business at any meeting. A simple majority vote is required for passage of motions brought before the Council, unless otherwise specified in the Bylaws.

Section 4. Procedure
The order of business in any meeting shall be determined by the President in consultation with the Executive Committee. The latest edition of Robert’s Rules of Order, as enforced by the Parliamentarian, shall govern the conduct of meetings.

Section 5. Visitors
Regular Council meetings are open to all employees of the university, unless an issue of a particularly sensitive nature is being deliberated, and a majority of Council members vote to close the meeting. A guest speaker may request that attendance during his or her portion of the agenda be limited to Council representatives only. Non-representative guests and visitors, other than guest speakers, are observers only and are not to participate in Council meetings unless called upon for information. If an employee who is not a Council representative wishes to address the Council directly, he or she must obtain permission in advance from the Council President and/or Executive Committee so that time may be properly allotted. Such permission will be granted only in extraordinary situations. Under normal circumstances, non-representative employees must take their concerns to their Council representative, the Chair of the Special Issues Committee, or to the Council President. This is the appropriate use of the representative system and implies respect for and confidence in that system. At least thirty (30) calendar days should be allowed for Council response.
Section 6. Distribution of official business records
Official minutes and committee reports shall be distributed to each Council member. These
documents may be disseminated to a representative's constituency provided that they have
been approved by the Council.

Article VII: Amendments to the Bylaws
These bylaws may be amended at any meeting of the Council by two thirds vote of those
present, provided that notice of any proposed amendment has been given at a preceding
meeting and/or circulated in writing at least two weeks prior to the meeting in which the
proposed amendment is to be voted upon. The requirement of advance notice may be waived
only by unanimous consent of members present.