



Staff/AAP Advisory Council Priorities 2020-21

Introduction

In March of 2020, Georgetown ceased normal on-campus operations due to the Covid-19 Pandemic. The Council has adapted our priorities to meet the needs of our community during this unprecedented time. While the majority of our community continues to telework, we have Staff and AAPs reporting to campus for various duties both in and beyond their job descriptions. Our priorities encompass the initiatives and ideas we hope to introduce and advocate for through the remainder of the Pandemic, thinking forward to returning to our normal operating status, as well as the long-term initiatives that will shape the Staff and AAP experience for years to come.

For our top priorities, we will establish Task Forces which will be sub-committees of members of the Council. Each task force will focus on issues important to our Staff and AAP Community. The members of each group will listen to and respond to feedback from the Staff/AAP community, liaise with departments and key members of the faculty and administration, bring forward the council's ideas and feedback to the appropriate liaisons, advocate for new policies and change, and report back to the larger council on issues of concern.

General Priorities:

Meetings and Relationship Building: The Council will establish key relationships with various members of the administration and Georgetown leadership

- Regular Meetings with Georgetown Leadership
 - The Executive Council will meet the COO and University Treasurer bi-weekly
 - We will invite leadership to Council Meetings as requested and as appropriate to topics important to our community and leadership. We will reinstate Brown Bag lunches with the COO once we are back on campus.
 - We will advocate to reinstate regular community-wide Town Hall meetings with the COO and EVPS.
- Continued Participation in Monthly benefits calls with Charles DeSantis and Tony Kinslow
 - The President of the Council will participate in these calls and invite members of the council as appropriate.
- Establish relationships with the Vice President for Mission and Ministry, the Vice President for Institutional Diversity and Equity, as well as the Faculty Senate, MCEF, and additional campus-specific faculty bodies.
- Council to meet as an entire body more frequently
 - Quarterly meetings of the entire council with the option for shorter monthly meetings as needed. Council meetings are open to the entire Staff/AAP

community.

- Monthly Caucus meetings as necessary
- Bi-weekly meetings of the Executive Council

- Staff/AAP Council feedback loop
 - We will continue to advocate for making the inclusion of the Staff and AAP Council on committees and working groups and in leadership recruitment interviews a standard practice. Some examples have included/will include:
 - Workplace of the future
 - Gender Equity task force
 - Advisory Committee on Business Practices
 - Benefits Advisory Committee
 - Enhanced Dependent Care Committee
 - VP of HR Search
 - We will ensure there is a feedback loop between the council and leadership when there are changes in policies that impact our community. Staff and AAPs should be included in the development of policies and procedures as appropriate. Diverse perspectives that include the staff/AAP experience can lead to more effective and transparent solutions and more productive change management.

Task Forces and Initiatives:

Communication and Outreach- This task force will redesign the Staff/AAP Council website and develop a plan for clear communication and outreach to our community members. The task force will obtain the most up-to-date lists of Staff and AAPs, ensuring that we are in the same loop as students and faculty.

Specific duties may include:

- Creating a user-friendly and attractive site with council photos and bios, clear contact information, and access to meeting times and links.
- Piloting an electronic community board/collaboration/survey tools where the community can provide feedback, ask questions, bring up issues anonymously or with contact info if they would like a response, like Slack that the council members use, and provide feedback.
- Leveraging the Council website to provide more detailed and frequent communication to our community about what the Council is doing.
- Creating an outreach plan to ensure that all Staff/AAPs are getting council information and announcements
- Working with the various communication channels at Georgetown to ensure that Staff/AAPs are getting the same information that the cohorts they work with are

- getting (students/faculty) to ensure transparency and open communication.
- Investigating if Georgetown Works is a central communication point for current Staff and AAPs and increasing visibility of the website and/or work to include staff resources in GMS.

Benefits, HR, and Employee Relations- Members of this task force will review issues of Staff and AAP benefits equity, and advocate for consistent HR policies and practices across departments and schools. This group may also examine telework policies and leave accrual and usage, as well as making suggestions for benefits expansion. Certain members of this task force have been asked to serve on a larger campus committee such the Benefits Advisory Council or the Expanded Dependent Care Committee.

Specific duties may include:

Advocating for the closing of benefits disparities between Staff and AAPs and advocating for clarification/re-introduction of benefits to include:

- Time off (how/when to use COVID leave)
- Salary continuation vs. Paid time off plus short term disabilities
- Leave bank continuation after COVID
- Lifting leave cap through COVID
- Benefits for professional development
- Retirement matching (temporarily halted due to Covid-19 financial issues)
- TAP benefits- after 1 year of new TAP rules, re-examine and make suggestions for modification to the current policy.
- Parental and other Family Leave under the new DC Law

Strengthening recruitment and retention practices by asking HR to:

- explain differences between Staff / AAP and faculty hiring practices: for example, Staff/AAPs are subject to a background check (including a criminal background check) but faculty are not.
- streamline recruitment timelines and processes, reduce burden on managers and staff to carry vacancies for extended periods, provide more predictability in staffing resources and response time from HR and financial leadership
- reaffirm institutional compensation policy and assess compliance with policy and objectives
- set transparent pay scales/categories for positions
- implement annual equity review process

Advocating for training programs to develop Managers at all levels:

- Request a program to identify and develop future managers
- Leverage online platforms that are licensed for student use (Canvas) and/or Workday (Learning) to reimagine the way we train.
 - Leverage virtual training tools (i.e.: videos or interactive lessons/modules) to support more traditional (i.e.: in-person/classroom) training.
 - Leveraging a variety of training tools can support more timely training to allow participants to practice frameworks in a controlled setting so that their first pass at managing isn't on their direct reports.

- Provide strategic planning support to managers

Advocate for the creation of a staff/AAP development process for career growth:

- Develop talent with a focus on principles central to the Georgetown and Jesuit mission:
 - Promoting intellectual, ethical and spiritual understanding through serious and sustained discourse among people of different faiths, cultures, and beliefs
 - Service to others
 - Commitment to reflective lifelong learning
 - Responsible and active participants in civic life
- Create pipelines for career growth and development within the institution
- Implement systems for identifying prospective internal candidates
- Tie professional development to performance
- Assess whether existing programs like SAGE and Speed Mentoring can be leveraged to support a comprehensive professional development program

Request On and Offboarding Redesign:

- Suggest reimagining Staff and AAP Onboarding experience in both GMS and New Employee Orientation. Create a more immersive and informative onboarding experience that reflects our Jesuit values and commitments and builds a foundation of community and transparency in communication.
- Discuss a standard exit interview process to collect and evaluate data as to why employees are leaving Georgetown.

Establish an Ombudsperson for Staff:

- There has been a long-standing desire for an ombudsperson for staff (as the faculty have) to help address workplace concerns that staff are not comfortable sharing with HR due to concerns with confidentiality.

Teleworking and Flexibility:

- Advocate for regular teleworking schedules
- Encourage supervisors to allow for flexible schedules to encourage work/life balance
- Advocate for creation of more part-time and $\frac{3}{4}$ time positions, allow for job sharing where feasible.

Employee Relations:

- Advocate for/work with COO's office on Virtual Staff/AAP Appreciation week in the Spring. Encourage the Council's presence and participation in Staff/AAP appreciation event when we return to campus.
- Develop a pilot program that reflects the Jesuit mission of service to others. Leverage

the Council and other existing service programs, such as MLK Day or the Council Food Drive, that brings staff, faculty and students together to connect with each other. The objective is to create new relationships and connections across the University.

- Advocate for service leave to be implemented across the university for a set number of hours per semester for volunteering in the community. (CSJ could be a resource)

Staff Innovation at Georgetown:

- Create a process where staff and AAPs can collaborate across departments to develop proposals to improve operations and communication. For example:
 - Electronic community board like Slack used as a collaboration tool that elicits partnerships across departments.
 - Cross-training, info sharing with Q campus

Re-establish Professional Development Grant:

- Collaborate with HR to establish funds for professional development opportunities not already funded.
- carve out a space within the professional development grant that prioritizes training opportunities that the employee can leverage to provide innovations in operations, communication or collaboration.

Mentorship Program:

- Leverage the Council to develop a pilot program using existing mentoring programs such as the Women's Alliance as models for success aimed at a broader audience.

Diversity and Inclusion- The goal for this task force is to identify areas where Staff and AAPs can add to the ongoing conversations about diversity, equity, and inclusion (DEI) on the Georgetown Campus and in our wider community. We hope that the group will be included on campus-wide committees on these issues, as well as establish campus-wide DEI training.

Specific duties may include:

- Exploring ways to create inclusive spaces on the Georgetown campus
- Continuing to advocate for establishment and enforcement of anti-bullying policy
- Working with IDEAA and the VP of Institutional Diversity and Equity on creating and promoting diversity training and other resources to Staff and AAPs. ([FREE LinkedIn Learning courses](#) on DEI)
- Seeking opportunities to liaise with the Georgetown Women's Alliance
- Encouraging the creation of other affinity groups to increase sense of belonging

- for traditionally marginalized colleagues
- Awarding a % of HR Pro Devo grants to colleagues seeking opportunities to expand their DEI knowledge and/or enhance DEI programming at Georgetown
- Coordinating special DEI training for the Staff/AAP Advisory Council
- Connecting with each University Division (through meeting or infographic) to provide reminders and updates on the university's commitment to DEI, university DEI offerings, bias reporting, etc.
- Reading the GU272 Working Group Report; supporting GU272 initiatives, contributing to the larger conversation

Faculty Relations- This task force will work with the faculty representation on issues common to faculty, staff, and AAPs.

Specific duties may include:

- Attending Faculty Senate and MCEF meetings and other campus-specific faculty body meetings
- Creating opportunities for open communication and solidarity between faculty and Staff and AAPs.

Post-Pandemic Planning- This task force will discuss issues and questions arising from the return to in-person activities as the pandemic subsides.

Specific duties may include:

- Advocating for more integrated strategic planning
- Promoting timely planning and processes for re-staffing — As the university prepares to repopulate campus, departments will require timely and coordinated support from university leadership and HR to attain sufficient staffing levels.
- Recommend formal review of ongoing impact on positions — Most if not all staff have taken on additional responsibilities between hiring freezes and changing operating modes. Many have taken on substantial responsibilities apart from those for which they were hired. It should be recognized that 1) much of this is not personally sustainable, 2) failing to recognize and address these changes will result in undesirable turnover, further impeding recovery, 3) ongoing changes to positions have in some cases resulted in significant equity issues. As the university returns to in-person operations, departments need the support of HR and financial leadership in reviewing and updating position descriptions and working to restore equitable recognition and compensation.
- Advise policy updates — The taskforce will support institutional implementation of lessons learned from this period of remote operation, as well as the development of policies to support the transition to in-person operation. These may include, but are not limited to:
 - Teleworking

- ›Extend to probationary employees
- ›Clarify differences between remote working (in approved states) and local teleworking
- ›Clarify difference between regular and ad hoc teleworking
- ›Clarify compensation policy regarding regional cost of living variances.
- ›Offer part-time parking passes for regular teleworkers

- Work schedule flexibility
- Implementation of health and safety protocols

