

**OFFICE OF HUMAN RESOURCES
ANNUAL REPORT ON THE STATUS OF SERVICE EMPLOYEES
FISCAL YEAR 2019**

Introduction

Fiscal year 2019 marked the sixteenth full year of the University's progressive Wage and Benefit Parity Policy (WBPP) as recommended by the Harvard Committee on Employment and Contracting Policies. This report summarizes the University's efforts during fiscal year 2019, both to implement the WBPP and, more generally, to address issues related to service employees on the Harvard campus with particular emphasis on custodial, retail dining and security service workers.

Through the continued implementation of the WBPP, the University seeks to ensure that contracted custodial, retail dining and security service workers at Harvard receive total compensation comparable to that offered to corresponding University employees. The major aspects of this ambitious policy have now been established and the University continues to work closely with on-campus vendors as well as University contract managers to achieve compliance with the WBPP. Significant progress continues in the areas of wages and benefits, and conversion to full-time employment, workplace values, training and communication. In fiscal year 2020, the University will continue to address any areas of implementation of the WBPP where the need for further refinement remains.

Highlights of FY 2019

- In FY 2019, the University held a comprehensive training workshop for existing on-campus vendors and University contract managers to review the WBPP and its requirements. The training allowed for a timely review of the upcoming annual vendor audit process.
- The University continued to act as a resource throughout the year for vendors who might have questions about the policy as well as for University contract managers who may have questions while renewing contracts or onboarding new vendors.

Wages and Benefits

A. Wage and Benefit Parity Policy (WBPP): The University continues to work with on-campus vendors providing custodial, retail dining and security services to ensure that they pay their on-campus employees total compensation (defined as wages, health and pension benefits, and paid time off) comparable to that received by corresponding University employed workers. There are currently 14 vendors covered by the WBPP (6 custodial, 5 dining, and 3 security services). The Office of Labor and Employee Relations (LER) and the Office of Strategic Procurement (Strategic Procurement)

continue to identify new vendors that meet the applicability thresholds of the policy and therefore must comply with its provisions.

All of the vendors covered by the WBPP are required to sign the Master Services Contract, which was established by the University in 2002, and is administered and maintained by Strategic Procurement. The Master Services Contract sets forth the requirements for covered vendors and requires them to certify their compliance with the requirements of the WBPP. Strategic Procurement, in conjunction with the Office for Labor and Employees Relations, establishes and manages vendor agreements for services covered under the WBPP.

With implementation of the WBPP, LER developed a process by which vendors may establish comparable health and retirement benefit plans for compliance purposes. The goal is to ensure that vendor employees have comparable plans in which to participate.

In instances where a vendor does not offer a comparable plan, the WBPP requires those vendors to pay a financial offset equal to the University's contributions for health and dental plans. The University continues to offer health and pension plan comparability reviews and to work with vendors to establish comparable benefit plans to facilitate further vendor compliance with the WBPP.

B. Vendor Audits: The University has continued the practice of auditing selected vendors through the assistance of an outside auditing firm. These audits allow the University to monitor compliance with WBPP requirements, provide the University with a fuller understanding of training needs for University contract managers and vendors, assist the University in its efforts to facilitate compliance, and inform future vendor selection decisions. The auditor reviewed selected vendors to ensure that the following WBPP requirements are met:

- Wages paid to vendor employees are equal to those paid to Harvard employees in the corresponding service sector
- Vendor employees receive the same medical, dental, pension benefits and paid time off as Harvard employees in the corresponding service sector
- Vendors participate in the Harvard Bridge Program
- Vendors are providing tuition assistance and childcare assistance equal to that paid to Harvard Employees in the corresponding service sector

C. Conversion of Custodial Employees to 40 hours per week: Although not a requirement of the WBPP, the University has nearly satisfied the contractual goal of 70% full-time employment among University custodians (defined as 40 hours/week) established pursuant to the Harvard University and SEIU collective bargaining agreement effective November 16, 2016 to November 15, 2020. As compared to March of 2002, the overall percentage of 40 hour/week custodians has increased from

32% in 2002 to 69.7% in 2019. As of January 2020, the total breakdown of directly hired custodians' weekly scheduled hours was as follows:

- 69.7% at 40 hours per week
- 8.1% between 30-39 hours per week
- 4.2% between 20⁺-29 hours per week
- 18% at 20 hours per week and below (below the threshold for full University benefits)

D. Wages: As provided for in their respective collective bargaining agreements, wages continued to increase in fiscal year 2019 for the members of the University's custodial, dining service and security service unions: Service Employees' International Union (SEIU) Local 32BJ; Hotel Employees Restaurant Employees International Union (HERE), Local 26; and Harvard University Security Parking and Museum Guards Union (HUSPMGU). (Wage schedules for University-employed custodial, dining and security employees are set forth in Appendix A; additional wage data relating to these three service groups are set forth in Appendix B.)

E. Collective Bargaining: In fiscal year 2017 the University entered into successor agreements with all three unions, which provide services covered by the Wage and Benefit Parity Policy:

- HERE, Local 26: 6/19/16 – 6/19/21
- HUSPMGU: 7/1/16 – 6/30/20
- SEIU Local 32BJ: 11/16/16 – 11/15/20

Copies of all the University's collective bargaining agreements are available at: <https://hr.harvard.edu/union-contracts>

Training and Development

A. Harvard Bridge Program: The Bridge, formally launched in September 2000, has a two-fold mission: to help employees perform their current jobs more efficiently and to teach employees the necessary skills to advance professionally. Since its inception, the Bridge has grown significantly from an initial 38 participants to approximately 3,638 participants by 2019 (participant numbers included class enrollments, tutorial services, and career development services). Initially, courses were offered only to Harvard service employees. Since 2001, the Bridge has been extended to employees of WBPP contractors and continues to expand participation to additional contractor units each semester.

A few highlights from academic year 2018 - 2019 include: 13 participants were promoted or hired into higher level jobs, 8 were placed in Professional Internships within Harvard, 5 non-native English speakers received their high school diploma, and 16 became U.S. Citizens. In addition, the Bridge collaborates with all the unions at

Harvard including: SEIU, UNITE HERE, HUSPMGU and HUCTW, to further their members' academic and technology skills and establish career pathways.

B. Training for Harvard Managers: The Center for Workplace Development (CWD) offers the Universal Manager Training course for all University managers which focuses on equipping managers with core knowledge and skills required to successfully manage at the University. In addition, the Office of Labor and Employee Relations continues to offer management training workshops designed to provide managers an overview key employment laws and policies, and managing in a union environment.

C. Consultation for Harvard Vendors: Through fiscal year 2019 vendors were provided guidance and feedback regarding compliance and general policy obligations required under the WBPP. During the year Labor and Employee Relations provides training, consultation, communication and template forms to ensure consistent application of the WBPP guidelines across the vendors working on campus. In February and March of 2019, on-campus vendors and University contract managers were invited to attend a workshop to review their wage and benefit obligations under the WBPP. The training also allowed for a timely review of the upcoming annual audit.

Communication

A. Harvard University Labor Relations website: LER continues to manage a public website: <https://hr.harvard.edu/labor-and-employee-relations-department>. This website not only shares the University's progress in implementing the WBPP, but also serves as a central location for all labor relations related information at the University. The public may access information regarding the University's labor activities, current negotiations, frequently asked questions, WBPP policy administration and the 2001 Report of the Harvard Committee on Employment and Contracting Policies Recommendations. The site also serves as a central depository for all of the University's collective bargaining agreements and annual reporting of WBPP efforts.

B. Strategic Procurement website for vendors: The Office of Strategic Procurement has an external facing web page, which includes information about the WBPP for potential new service providers that would be subject to the policy: <https://procurement.harvard.edu/for-vendors>

University Ombudsman Office:

The University Ombudsman Office, established in February 2003, is confidential, neutral and independent and continues to assist staff in resolving workplace issues, identifying options and strategies and providing appropriate referrals. The confidential University Ombudsman Office supplements, but does not replace, mechanisms under

existing policies and union contracts for addressing grievances at various faculties and departments.

Service Employee Data

Data on service employees, including demographics, wage and benefits levels, termination rates, and part-time status continue to be collected to measure the impact of implementing the Wage and Benefit Parity Policy. These data are included in Appendix B.

Appendix A

Service Employees' International Union (SEIU), Local 615
Agreement Effective November 16, 2016 to November 15, 2020

	Increase Effective 7/1/16		Increase Effective 7/1/17		Increase Effective 7/1/18		Increase Effective 7/1/19		Increase Effective 7/1/20	
	Years of Service		Years of Service		Years of Service		Years of Service		Years of Service	
Classification	< 3 years	> 3 years	< 3 years	> 3 years	< 3 years	> 3 years	< 3 years	> 3 years	< 3 years	> 3 years
Custodian	\$21.29	\$21.87	\$21.99	\$22.57	\$22.69	\$23.27	\$23.39	\$23.97	\$24.09	\$24.67
Assistant Crew Chief	\$21.87	\$22.44	\$22.57	\$23.14	\$23.27	\$23.84	\$23.97	\$24.54	\$24.67	\$25.24
Crew Chief	\$23.01	\$23.60	\$23.71	\$24.30	\$24.41	\$25.00	\$25.11	\$25.70	\$25.81	\$26.40
Red Circle Rates										
Custodian	\$22.44		\$23.14		\$23.84		\$24.54		\$25.24	
Custodian	\$22.74		\$23.44		\$24.14		\$24.84		\$25.54	

Appendix A

Hotel Employees, Restaurant Employees International Union (UNITE HERE), Local 26
Agreement Effective October 26, 2016 to June 19, 2021
(Years 3 - 5 Wage Rates)

Classification	6/17/18			6/16/19			6/21/20		
	Start	After 1 Year	After 2 Years	Start	After 1 Year	After 2 Years	Start	After 1 Year	After 2 years
First Cook	25.28	26.60	27.50	25.88	27.20	28.10	26.48	27.80	28.70
Pastry Cook	25.28	26.60	27.50	25.88	27.20	28.10	26.48	27.80	28.70
Second Cook	24.78	26.10	27.00	25.38	26.70	27.60	25.98	27.30	28.20
Host/Hostess	24.32	25.56	26.44	24.92	26.16	27.04	25.52	26.76	27.64
Assistant Second Cook	24.32	25.56	26.44	24.92	26.16	27.04	25.52	26.76	27.64
Butcher	24.11	25.31	26.18	24.71	25.91	26.78	25.31	26.51	27.38
Truck Driver/Storeroom Comb.	24.08	25.29	26.16	24.68	25.89	26.76	25.28	26.49	27.36
Fine Dining Cook	23.85	25.01	25.86	24.45	25.61	26.46	25.05	26.21	27.06
General Cook	23.85	25.01	25.86	24.45	25.61	26.46	25.05	26.21	27.06
Pantry Steward	23.85	25.01	25.86	24.45	25.61	26.46	25.05	26.21	27.06
Assistant Cook	22.87	23.91	24.61	23.47	24.51	25.21	24.07	25.11	25.81
Short Order Cook-Counter Comb.	22.87	23.91	24.61	23.47	24.51	25.21	24.07	25.11	25.81
Lead-Dining Room Service	22.50	23.51	24.13	23.10	24.11	24.73	23.70	24.71	25.33
Truck Operator – Electric	22.12	23.11	23.70	22.72	23.71	24.30	23.32	24.31	24.90
Kitchenperson-Pantry Combo	22.11	23.09	23.69	22.71	23.69	24.29	23.31	24.29	24.89
General Service Wait	21.96	22.89	23.46	22.56	23.49	24.06	23.16	24.09	24.66
Saladperson-Pantry Combo.	21.80	22.75	23.32	22.40	23.35	23.92	23.00	23.95	24.52
Kitchenperson/Chef's Helper/potwasher/Laundryperson Comb.	21.75	22.70	23.27	22.35	23.30	23.87	22.95	23.90	24.47
Storekeeper	21.75	22.70	23.27	22.35	23.30	23.87	22.95	23.90	24.47
Pantryperson	21.72	22.66	23.22	22.32	23.26	23.82	22.92	23.86	24.42
Checker	21.69	22.63	23.19	22.29	23.23	23.79	22.89	23.83	24.39
Checker/Barista**	21.69	22.63	23.19	22.29	23.23	23.79	22.89	23.83	24.39
General Service Employee	21.55	22.48	23.05	22.15	23.08	23.65	22.75	23.68	24.25
Grill Cook	21.27	21.91	22.12	21.87	22.51	22.72	22.47	23.11	23.32

Harvard University Security, Parking, and Museum Guards Union (HUSPMGU)
Agreement Effective July 1, 2016 to June 30, 2020

ARTICLE 6 - WAGES

6 (a) Any employee on the payroll as of 07/01/16, shall receive an increase in their base hourly rate according to the schedule set forth below:

Effective July 1, 2016: hourly base adjustment for employees at the following rates will be as follows:

\$15.47 to \$15.82	+ 2.25% After	Equivalent to 2.25% + \$0.35
\$15.82 to \$16.00	Base year Wage	Equivalent to 2.25% + \$0.18
\$16.28 to \$16.43	adjustment (per	Equivalent to 2.25% + \$0.15
\$16.80 to \$16.95	table below)	Equivalent to 2.25% + \$0.15

followed by percent increases for all employees as follows:

Current Base	2.25% Increase 7/1/16	3.00% Increase 7/1/17	3.00% Increase 7/1/18	3.00% Increase 7/1/19
\$15.47	\$16.18	\$16.67	\$17.17	\$17.69
\$15.82	\$16.36	\$16.85	\$17.36	\$17.88
\$16.28	\$16.80	\$17.30	\$17.82	\$18.35
\$16.80	\$17.33	\$17.85	\$18.39	\$18.94
\$17.33	\$17.72	\$18.25	\$18.80	\$19.36
\$17.86	\$18.26	\$18.81	\$19.37	\$19.95
\$18.01	\$18.42	\$18.97	\$19.54	\$20.13
\$18.39	\$18.80	\$19.36	\$19.94	\$20.54
\$19.45	\$19.89	\$20.49	\$21.10	\$21.73
\$20.49	\$20.95	\$21.58	\$22.23	\$22.90

In addition employees with a current base of \$17.33 or more shall receive a one-time bonus payment of \$300.

6 (b) Security Control Center Operators (formally known as Central Station Museum Monitors):

	<u>Range Minimum</u>
07/01/16	\$18.42
07/01/17	\$18.97
07/01/18	\$19.54
07/01/19	\$20.13

6 (c) New Employee Hiring Schedule for Employees Hired On or After 07/01/16

Any employee except Security Control Center Operators	7/1/16	7/1/17	7/1/18	7/1/19
	\$16.18	\$16.67	\$17.17	\$17.69

6 (d) The Parking Service Monitor II and Museum Attendant II job classification shall be paid an hourly premium of 17% above the hourly base rate of the Parking Service Monitor or Museum Attendant position respectively.

6 (e) The Mobile Patrol job classification shall be paid an hourly premium of 10% above that of the base hourly rate for the Museum Attendant position or the base

hourly rate of any incumbent Museum Attendant hired into the Mobile Patrol position.

Appendix B

Table 1 Pay and Time Status of Custodial Employees at Harvard 2008 - 2019

	1/08	1/09	1/10	1/11	1/12	1/13	1/14	1/15	1/16	1/17	1/18	1/19
Total Count:	320	330	308	320	325	346	340	394	409	406	413	445
Time Status												
Percent working Part-Time (≤20 hours/week):*	22.5%	24.6%	22.4%	21.3%	16.3%	19.94%	18.82%	21.06%	20.30%	21.18%	19.37%	17.98%
Bargaining Unit Wages												
Hourly Wage:												
% \$14.00-\$15.99	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$16.00-\$17.99 (2009 and later)	95%	90%	78%	12%	0%	0%	0%	0%	0%	0%	0%	0%
% \$18.00-\$19.99	0%	10%	22%	88%	88%	78%	14%	0%	0%	0%	0%	0%
% >=\$20	0%	0%	0%	0%	12%	22%	71%	79%	15%	0%	0%	0%
% \$21.00 - \$21.99							15%	10%	71%	77%	15%	0%
% \$22.00 - \$23.99							0%	11%	14%	23%	72%	82%
% \$24.00 - 25.99							0%	0%	0%	0%	13%	18%
Median Wage (in 2019 dollars)	\$18.78	\$20.05	\$20.49	\$20.81	\$21.04	\$21.23	\$21.55	\$22.04	\$22.47	\$22.48	\$23.13	\$23.27
Avg. Annual Pay (in 2019 dollars):	\$39,469	\$42,074	\$42,528	\$43,634	\$44,260	\$40,934	\$42,078	\$43,222	\$44,554	\$45,926	\$47,241	\$48,818
Mean Hourly Wage Rate:	\$18.98	\$20.23	\$20.45	\$20.98	\$21.28	\$19.68	\$20.23	\$20.78	\$21.42	\$22.08	\$23.35	\$23.47
Hourly Wage + Benefits:												
% \$20.00-\$21.99 (2009 and later)	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$22.00-\$23.99	0%	10%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$24.00-\$25.99	0%	81%	88%	12%	0%	0%	0%	0%	0%	0%	0%	0%
% > \$26.00	0%	9%	11%	88%	100%	100%	0%	0%	0%	0%	0%	0%
% \$28.00 - \$30.00 (2014 and later)							78%	77%	15%	0%	0%	0%
% \$30.00 - \$31.99							22%	11%	71%	77%	15%	1%
% \$32.00 - \$33.99							0%	11%	14%	11%	67%	78%
% \$34.00 - \$35.99							0%	<1%	<1%	12%	18%	9%
% > \$36.00												12%
Median Wage + Bens (in 2019 dollars):	\$26.72	\$28.79	\$29.32	\$30.25	\$30.82	\$31.23	\$31.55	\$32.07	\$32.51	\$32.68	\$33.65	\$33.83
Avg. Annual Pay + Benefits (in 2019 dollars):	\$56,165	\$60,425	\$60,857	\$63,444	\$64,847	\$65,581	\$66,260	\$67,266	\$68,244	\$68,646	\$70,676	\$70,970
Mean Hourly Wage + Benefit Rate:	\$27.00	\$29.05	\$29.26	\$30.50	\$31.18	\$31.53	\$31.86	\$32.34	\$32.81	\$33.00	\$33.98	\$34.12

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2019 dollars. Average annualized pay represents the annual earnings of a full-year, full-time worker (2080 hours or 52 weeks times 40 hours) earning the mean hourly wage.

* Part-time status under the applicable collective bargaining agreement is defined as 20 hours or less per week.

Table 2
Pay and Time Status of Security Guards, Museum Guard
and Parking Attendants at Harvard
2008 - 2019

	1/08	1/09	1/10	1/11	1/12	1/13	1/14	1/15	1/16	1/17	1/18	1/19
Total Count:	75	70	57	53	53	53	53	78	76	81	75	79
Time Status												
Percent working Part-Time (≤20 hours/week):*	21.3%	14.3%	18%	21%	21%	19%	20.70%	14.00%	13.00%	9.80%	12%	11.40%
Bargaining Unit Wages												
Hourly Wage:												
% \$12.00-\$13.99	72%	36%	18%	2%	0%	0%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	23%	44%	56%	64%	64%	35%	0%	48%	51%	0%	0%	0%
% \$16.00-\$17.99 (2009 and later)	5%	19%	25%	30%	13%	40%	76%	30%	26%	72%	67%	63%
% \$18.00-\$19.99	0%	1%	2%	2%	21%	23%	22%	20%	7%	15%	16%	19%
% \$20.00 - \$21.99	0%	0%	0%	2%	2%	2%	2%	2%	14%	12%	16%	4%
% \$22.00 - \$23.99								0%	0%	1%	0%	13%
% > \$24.00								0%	0%	0%	1%	1%
Median Wage (in 2019 dollars):	\$15.87	\$16.58	\$16.77	\$17.25	\$17.37	\$17.61	\$17.97	\$16.77	\$16.74	\$16.63	\$17.08	\$17.17
Avg. Annual Pay (in 2019 dollars):	\$34,294	\$35,352	\$36,156	\$37,164	\$37,282	\$37,650	\$38,141	\$37,148	\$37,512	\$37,155	\$38,258	\$38,418
Mean Hourly Wage Rate:	\$16.49	\$17.00	\$17.38	\$17.87	\$17.92	\$18.10	\$18.34	\$17.86	\$18.03	\$17.86	\$18.39	\$18.47
Hourly Wage + Benefits:												
% \$18.00-\$19.99	72%	36%	18%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$20.00-\$21.99 (2009 and later)	28%	41%	54%	28%	21%	9%	13%	0%	0%	0%	0%	0%
% \$22.00-\$23.99	0%	20%	7%	43%	45%	55%	25%	54%	54%	59%	0%	0%
% \$24.00-\$25.99	0%	1%	19%	25%	9%	8%	36%	24%	24%	12%	67%	63%
% \$26.00 - \$27.99	0%	1%	2%	4%	25%	28%	4%	8%	6%	12%	13%	10%
% \$28.00 - \$29.99								20%	13%	16%	2%	9%
% \$30.00 - \$31.99								0%	0%	15%	13%	5%
% \$32.00 - \$33.99								2%	1%	0%	0%	12%
% \$34.00 - \$35.99								0%	0%	<1%	<1%	0%
% > \$36.00								0%	0%	0%	0%	<1%
Median Wage + Bens (in 2019 dollars):	\$22.58	\$23.80	\$24.00	\$25.09	\$25.45	\$25.90	\$26.31	\$24.39	\$24.23	\$24.18	\$24.85	\$24.97
Avg. Annual Pay + Benefits (in 2019 dollars):	\$48,793	\$50,783	\$51,739	\$54,047	\$54,622	\$55,648	\$55,858	\$54,053	\$54,309	\$54,044	\$55,672	\$55,890
Mean Hourly Wage + Benefit Rate:	\$23.46	\$24.42	\$24.87	\$25.98	\$26.26	\$26.75	\$26.85	\$25.99	\$26.11	\$25.98	\$26.77	\$26.87

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2019 dollars. Average annualized pay represents the annual earnings of a full-year, full-time worker (2080 hours or 52 weeks times 40 hours) earning the mean hourly wage.

* Part-time status under the applicable collective bargaining agreement is defined as 20 hours or less per week.

Table 3
Pay and Time Status of Dining Services Employees at Harvard
2008 - 2019

	1/08	1/09	1/10	1/11	1/12	1/13	1/14	1/15	1/16	1/17	1/18	1/19
Total Count:	460	457	423	439	462	457	578	616	593	601	594	612
Time Status												
Percent working Part-Time (<20 hours/week):	5.2%	4.8%	6.1%	4.8%	5.2%	4.2%	18.3%	18.83%	18.71%	20.63%	18.50%	17.59%
Bargaining Unit Wages												
Hourly Wage:												
% \$14.00-\$15.99	19%	12%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$16.00-\$17.99 (2009 and later)	81%	62%	68%	17%	6%	1%	< 1%	< 1%	< 1%	< 1%	< 1%	0%
% \$18.00-\$19.99	0%	19%	13%	57%	62%	66%	15%	8%	3%	< 1%	< 1%	0%
% \$20.00 - 21.99	0%	7%	18%	26%	32%	33%	64%	65%	62%	47%	8%	4%
% \$22.00 - \$23.99							16%	22%	15%	32%	62%	62%
% \$24.00 - 25.99							4%	4%	18%	18%	25%	27%
% \$26 - 27.99							1%	<1%	1%	2%	4%	6%
% >=\$28							0%	0%	0%	< 1%	< 1%	1%
Median Wage (in 2019 dollars):	\$19.01	\$20.09	\$20.49	\$21.22	\$21.19	\$21.39	\$21.71	\$22.23	\$22.72	\$22.68	\$23.23	\$23.27
Avg. Annual Pay (in 2019 dollars):	\$ 40,860	\$ 43,080	\$ 43,721	\$ 45,256	\$ 45,342	\$ 45,828	\$ 46,418	\$ 47,491	\$ 48,519	\$ 48,358	\$ 49,618	\$72,280
Mean Hourly Wage Rate:	\$19.64	\$20.71	\$21.02	\$21.76	\$21.80	\$22.03	\$22.32	\$22.83	\$23.33	\$23.25	\$23.86	\$23.90
Hourly Wage + Benefits:												
% \$20.00-\$21.99 (2009 and later)	100%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$22.00-\$23.99	0%	18%	10%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$24.00-\$25.99	0%	34%	59%	12%	5%	0%	<1%	<1%	<1%	<1%	<1%	0%
% >\$26.00 (\$26.00 - \$27.99, 2014 and later)	0%	26%	31%	88%	95%	100%	8	4%	<1%	<1%	<1%	0%
% \$28.00 - \$29.99							58	12%	9%	<1%	0%	0%
% \$30.00 - \$31.99							14	57%	57%	46%	6%	4%
% \$32.00 - \$33.99							15	8%	14%	25%	57%	59%
% \$34.00 - \$35.99							4	17%	15%	22%	15%	15%
% \$36.00 - \$37.99							<1%	1%	4%	4%	17%	15%
% >\$38.00							<1%	<1%	<1%	2%	4%	7%
Median Wage + Bens (in 2019 dollars):	\$27.05	\$28.85	\$29.32	\$30.85	\$31.04	\$31.46	\$31.79	\$32.35	\$32.88	\$32.98	\$33.79	\$33.83
Avg. Annual Pay + Benefits (in 2019 dollars):	\$58,117	\$61,848	\$62,564	\$65,805	\$66,436	\$67,407	\$67,982	\$69,090	\$70,225	\$70,313	\$72,190	\$72,280
Mean Hourly Wage + Benefit Rate:	\$27.94	\$29.73	\$30.08	\$31.64	\$31.94	\$32.41	\$32.68	\$33.22	\$33.76	\$33.80	\$34.71	\$34.75

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2019 dollars. Average annualized pay represents the annual earnings of a full-year, full-time worker (2080 hours or 52 weeks times 40 hours) earning the mean hourly wage.

*Employee counts updated, previously reported count of positions

Table 4
Turnover Rate for Service Workers
2008 – 2019

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<i>Custodians</i>	5.8%	8.5%	5.6%	4.6%	4.9%	4.7%	2.8%	4.9%	6.1%	4.6%	5.6%	4.7%
<i>Security, Museum, and Parking</i>	35.7%	26.3%	7.7%	5.7%	5.7%	13.0%	9.0%	7.9%	13.6%	18.7%	6.5%	13.9%
<i>Dining Services</i>	9.1%	18.7%	5.1%	4.9%	7.1%	5.4%	4.9%	8.3%	8.1%	5.3%	4.2%	7.1%

*Turnover rates are calculated on a calendar year basis. Turnover equals total number of employees terminating from the University divided by total number of employees. Data does not include transfers within the University.

**Table 5
Demographics – Custodians
2008 - 2019**

	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16	1/17	1/18	1/19
Gender:												
% Male	54%	55%	53%	54%	55%	54%	54%	57%	57%	57%	56%	54%
% Female	46%	45%	47%	46%	45%	46%	46%	43%	43%	43%	44%	46%
Ethnicity:												
% White	10.6%	9.4%	7.1%	7.5%	6.8%	6.1%	5.9%	7.4%	7.1%	7.1%	7.3%	7.6%
% Black	32.1%	30.9%	29.2%	26.9%	25.5%	24.6%	23.5%	21.1%	19.6%	18.5%	16.7%	17.1%
% Hispanic	56.7%	59.1%	62.7%	55.6%	27.2%	60.0%	61.8%	62.2%	62.4%	64.3%	64.9%	64.0%
% Asian	0.6%	0.6%	0.6%	0.9%	0.9%	0.6%	0.3%	0.3%	0.5%	0.5%	0.7%	1.1%
% Native Amer	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Multiple Ethnicity	0.0%	0.0%	0.3%	9.1%	8.9%	8.4%	8.5%	9.1%	10.5%	9.6%	10.4%	10.1%
% Missing	0.0%	0.0%	0.0%	0.0%	0.6%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Age:												
25 %ile	40	40	42	42	42	42	34	33	34	34	35	43
Median	47	47	49	49	50	50	46	47	47	46	47	52
75th %ile	56	56	58	57	58	57	59	60	61	60	60	59
Service:												
% < 1	1.3%	7.6%	1.3%	8.1%	6.2%	10.7%	1.7%	14.2%	6.4%	5.6%	5.1%	7.5%
25th %ile	5.20	6.25	6.96	7.08	6.42	4.54	4.60	3.00	3.29	3.00	3.66	4.42
Median	5.20	6.25	7.25	8.25	9.24	10.24	13.03	13.25	13.33	14.33	15.33	8.50
75th %ile	9.90	10.00	10.17	10.83	11.58	12.15	11.33	11.42	11.42	10.75	10.83	17.25
Residence:												
% Cambridge	10.3%	9.7%	9.1%	8.1%	8.0%	9.0%	7.9%	6.6%	6.1%	6.4%	6.5%	5.6%
% Boston	38.3%	36.1%	37.3%	37.5%	36.0%	35.8%	34.7%	35.8%	34.9%	29.4%	30.4%	24.6%
% Somerville, Watertown	10.9%	11.2%	10.1%	10.9%	10.8%	10.1%	10.3%	10.9%	9.8%	10.3%	10.1%	9.0%
% Other Mass	39.6%	42.1%	43.2%	42.8%	44.3%	44.8%	46.8%	46.4%	48.9%	53.7%	52.4%	59.9%
% None of the Above	0.9%	0.9%	0.3%	0.6%	0.9%	0.3%	0.3%	0.3%	0.2%	0.2%	0.5%	0.08%

Table 6
Demographics – Security Guards, Museum Guards and Parking Attendants
2008 - 2019

	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16	1/17	1/18	1/19
Gender:												
% Male	83%	79%	77%	79%	77%	79%	79%	70%	71%	74%	74%	71%
% Female	17%	21%	23%	21%	23%	21%	21%	30%	29%	26%	26%	29%
Ethnicity:												
% White	70.7%	61.4%	63.2%	60.4%	58.5%	56.6%	58.5%	66.7%	63.2%	59.3%	58.7%	58.2%
% Black	17.3%	24.3%	26.3%	26.4%	22.6%	24.5%	22.6%	18.0%	18.4%	18.5%	16.0%	19.0%
% Hispanic	2.7%	5.7%	3.5%	5.7%	7.5%	5.7%	7.6%	5.1%	6.6%	4.9%	5.3%	6.3%
% Asian	6.7%	7.1%	7.0%	7.5%	7.5%	7.5%	9.4%	7.7%	9.2%	13.6%	16.0%	14.0%
% Native Amer	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Multiple Ethnicity	0.0%	0.0%	0.0%	0.0%	3.8%	5.7%	1.9%	2.6%	2.6%	3.7%	4.0%	2.5%
% Missing	1.3%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Age:												
25 %ile	34	37	42	42	43	44	43	34	36	34	35	31
Median	51	51	54	54	55	56	50	48	51	46	48	47
75th %ile	60	60	62	63	64	65	63	60	62	60	60	54
Service:												
% < 1	10.7%	24.3%	1.8%	1.9%	5.7%	3.8%	9.6%	37.5%	13.1%	16.0%	12.8%	10.7%
25th %ile	2.85	1.58	3.25	4.17	4.67	5.67	5.98	0.33	1.33	1.58	1.87	3.42
Median	5.20	4.96	6.42	8.25	8.24	9.24	9.42	3.50	2.83	2.33	3.33	5.25
75th %ile	7.00	7.60	9.25	10.58	11.58	12.58	13.42	12.33	12.25	10.68	10.58	12.00
Residence:												
% Cambridge	14.7%	17.1%	15.8%	17.0%	15.1%	15.1%	17.3%	11.4%	17.3%	19.8%	16.7%	16.0%
% Boston	21.3%	20.0%	15.8%	15.1%	18.9%	15.1%	13.5%	21.5%	18.7%	14.8%	21.8%	18.7%
% Somerville, Watertown	20.0%	17.1%	21.1%	17.0%	15.1%	15.1%	13.5%	17.7%	20.0%	21.0%	19.2%	20.0%
% Other Mass	41.3%	45.7%	45.6%	50.9%	50.9%	54.7%	51.9%	46.8%	41.3%	43.2%	42.3%	45.3%
% None of the Above	2.7%	0.0%	1.8%	0.0%	0.0%	0.0%	0.0%	2.5%	2.7%	1.2%	0.0%	0.0%

Table 7
Demographics – Dining Services
2008 – 2019

	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16	1/17	1/18	1/19
Gender:												
% Male	58%	57%	56%	56%	58%	59%	59%	59%	60%	59%	59%	56%
% Female	42%	43%	44%	44%	42%	41%	41%	41%	40%	41%	41%	44%
Ethnicity:												
% White	56.2%	55.1%	53.7%	50.4%	49.1%	49.4%	46.7%	43.8%	43.2%	42.9%	41.6%	40.8%
% Black	19.0%	18.4%	19.6%	18.8%	19.9%	19.3%	20.4%	21.8%	22.6%	23.3%	24.4%	24.4%
% Hispanic	16.5%	17.3%	17.4%	14.5%	14.6%	15.2%	17.0%	17.5%	17.7%	17.5%	18.0%	16.4%
% Asian	7.5%	8.1%	7.3%	7.8%	8.1%	7.5%	7.8%	8.4%	7.6%	7.0%	7.2%	9.6%
% Native Amer	0.4%	0.8%	0.8%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Hawaiian	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
% Multiple Ethnicity	0.0%	0.0%	0.8%	7.6%	8.1%	8.2%	7.4%	7.6%	8.1%	8.7%	8.1%	7.8%
% Missing	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Age:												
25 %ile	33	34	35	35	35	36	32	33	32	33	34	38
Median	45	46	47	47	47	48	43	44	43	44	45	49
75th %ile	53	54	54	55	55	56	59	60	60	60	61	59
Service:												
% < 1	7.1%	6.2%	7.9%	4.9%	6.4%	4.5%	11.3%	9.3%	6.0%	5.5%	4.8%	5.0%
25th %ile	4.20	4.75	4.92	4.75	4.58	4.91	4.08	3.35	3.83	3.58	4.41	5.17
Median	7.30	8.08	8.25	8.66	9.24	10.24	10.25	10.83	10.33	10.33	11.00	11.42
75th %ile	14.50	15.17	14.25	14.33	14.92	15.49	16.40	16.83	17.16	17.87	18.41	19.33
Residence:												
% Cambridge	13.7%	12.4%	14.1%	13.1%	10.7%	10.1%	10.0%	10.3%	9.5%	9.2%	10.1%	9.8%
% Boston	18.7%	20.9%	19.4%	19.3%	20.4%	20.2%	19.7%	21.5%	20.9%	21.8%	20.3%	22.7%
% Somerville, Watertown	23.7%	20.5%	22.6%	20.1%	21.0%	20.8%	18.7%	17.5%	15.7%	15.3%	13.8%	11.6%
% Other Mass	2.3%	1.3%	0.6%	0.6%	1.1%	1.5%	50.6%	49.8%	52.4%	52.5%	54.4%	53.8%
% None of the Above							0.1%	0.1%	0.2%	0.1%	0.1%	2.1%