

**OFFICE OF HUMAN RESOURCES
ANNUAL REPORT ON THE STATUS OF SERVICE EMPLOYEES
FISCAL YEAR 2006**

I. Introduction

Fiscal year 2006 marked the fourth full year of the University's implementation of the 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 2006, 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, conversion to full-time employment, workplace values, training and communication in the on-going effort to develop and strengthen workplace values for service workers. In the coming fiscal year 2007, the University will continue to address any areas of implementation of the WBPP where the need for further refinement remains.

Highlights of FY 2006 and Initiatives for FY 2007

- In fiscal year 2006 the University's commitment to the collective bargaining process resulted in successful negotiations between the University and all three of the bargaining units covered by the WBPP
 - In November 2005 a six year contract was settled with Service Employees International Union (SEIU) Local 615 for custodians working at the University.
 - In early June of 2006 a five year contract was settled with UNITE HERE, Local 26 representing dining services employees.
 - Also in June of 2006 a four year contract was reached between the University and the Harvard University Security, Parking and Museum Guards Union (HUSPMGU) covering security and parking workers.

- Both the UNITE HERE and HUSPMGU contracts were ratified in early July 2006.
- In fiscal year 2006 the University strengthened its auditing efforts by selecting an external auditing firm. This firm will conduct more frequent audits of WBPP covered vendors to ensure proper compliance with the University's policy.
- In December 2005, OHR's Communications Office and Labor Relations departments, launched a website that shared the University's progress as well as other efforts aimed at implementing the WBPP and ensuring lower-paid workers at the University are treated equitably.

II. 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 20 vendors covered by the WBPP (14 custodial, 2 retail dining, and 4 security services). The Office of Labor Relations (OLR) and the Procurement Management Department (PMD) 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 have signed the Master Services Contract, established by the University in 2002, that is administered and maintained by PMD. The Master Services Contract sets forth the requirements for covered vendors and requires them to certify their compliance with the requirements of the WBPP. The Master Service Contract, attachments, and a list of compliant vendors are available on-line at http://vpf-web.harvard.edu/ofs/procurement/pol_mas.shtml.

With implementation of the WBPP, OLR 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.

- As of July 2006, 16 out of 20 service vendors (80%) covered by the WBPP offered health plans comparable to Harvard's plans. This was the same as the year prior. The University in 2007 plans to have vendors recertify that their plans continue to be comparable to Harvard's plan.

In instances where a vendor does not offer a comparable plan, the WBPP requires those vendors to pay additional wages in lieu of benefits. The

University continues to conduct 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 Survey: Labor Relations, as part of its contribution to the HCECP's work in the Fall of 2001, continues to improve survey methods for custodial, dining and security vendors with contracts of \$50,000 or more. OLR revised and expanded the survey in December 2004 and continues to improve the vendor survey to provide greater analysis and tools for enhanced auditing for compliance.

C. Auditing RFP: OLR worked with PMD and Risk Management and Audit Services (RMAS) to select an external auditing firm for comprehensive auditing services for all WBPP vendors. The objective is to assess and ensure compliance through annual audits of each vendor by an outside auditor. The selected auditor reviews vendors to ensure that the following WBPP requirements were met:

- Wages paid to vendor employees are equal to those paid to Harvard employees in the corresponding service sector
- Vendor employees receive the same benefits and paid time off as Harvard employees in the corresponding service sector
- Vendors participate in the University's Bridge to Learning and Literacy Program

D. Benefits Participation of Directly Employed Service Employees: As a result of outreach and education efforts by the University, overall participation in health care plans increased from 79% to 82% among eligible service employees between April 2005 and April 2006. Over 90% of Harvard directly hired custodians participate in health plans, compared to 82% in 2005 and 77% in 2004. This increase reflected participation in the University-offered health care benefit plans by workers in all three service groups, as well as enrollment in the comparable SEIU-offered Boston Buildings Service Employees Trust Fund health care plan that is offered to custodial employees at the University.

E. Conversion of Custodial Employees to 40 hours per week: Although not a requirement of the WBPP, the University is more than halfway to satisfying the contractual goal of 60% full-time employment among University custodians (defined as 40 hours/week) established by the Harvard University and SEIU collective bargaining agreement. As compared to March of 2002, the overall percentage of 40 hour/week custodians has increased from 32% in 2002 to 52% in July 2006 an increase of 3% over July 2005. As of July 2006, the total breakdown of directly hired custodians' weekly scheduled hours were as follows:

- 52% at 40 hours per week
- 18% between 30-39 hours per week
- 26% between 20-29 hours per week
- 4% at 19 hours per week and below (below the threshold for full University benefits)

The University is also actively working with its contract vendors to achieve the full-time conversion goal of 60% full-time employment. In July 2006, LER collected data on full-time employment as part of its Vendor Survey and found that 55% of its vendor custodians work 40 hours per week an increase of 3% compared to the previous year. The University continues to work with vendors on the conversion of part-time to full-time work for custodians.

F. Wages: As provided for in their respective collective bargaining agreements, wages continued to increase in FY 2006 for the members of the University's custodial, dining service and security service unions: Service Employees' International Union (SEIU) Local 615 (f/k/a Local 254); 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.)

G. Collective Bargaining: In FY2006 the University negotiated successor collective bargaining agreements for all three bargaining units that provide services covered under WBPP. Copies of all of the University's collective bargaining agreements are available at www.serviceemployees.harvard.edu.

- a. In November 2005 a six year contract was settled with Service Employees International Union (SEIU) Local 615 for custodians working at the University. Contract expires, 11/15/2011.
 - i. Wages: \$1 increase in each of the first three years and \$2 increase spread over the final three years. New \$.50/hr third shift differential and time and one-half for hours worked on a sixth consecutive day.
 - ii. Paid Time off:

1. Vacation: Accrual maximum increased to 20 days (25 days for 10 or more years of service).
 2. Sick: Increase sick days for less than three years of service and 12 days annually for more than three years of service. Maximum accrual limit increased to 24 days. Employees allowed to use 2 sick days for care of ill dependants.
 3. Holiday: Paid Winter Recess.
 4. Parental: Three days paid parental/paternity leave.
- iii. Benefits: Joint opportunity and advancement training and education fund established, \$300,000 over six years.
- b. In early June of 2006 a five year contract was settled with UNITE HERE, Local 26 representing dining services employees. Contract Expires, 6/19/2011.
- i. Wages: \$.83 annual wage increase, resulting in average increase ranging from 5.5% in the first contract year to 4.5% in the final year..
 - ii. Paid Time off: Paid Winter Recess and Labor Day as a floating holiday for those on seasonal leave
 - iii. Benefits: Short Term Disability increased to 100% for employees with 7 or more years of service.
- c. Also in June of 2006 a four year contract was ratified by the Harvard University Security, Parking and Museum Guards Union (HUSPMGU) covering security and parking workers. Contract expires 6/30/2010.
- i. Wages: First year base wage increase of 5% (3% on 7/1/06 and 2% on 1/1/07) and 4% annually for the next three contract years.
 - ii. Paid Time off:
 1. Vacation: Increase vacation accrual for new hires and employees with less than 2 years. New hires may accrue up to 9 days in the first year and 2 weeks annually after 1 year of service. Increase accrual maximums to 20 days and 25 days depending on service length.
 2. Sick: Increase sick days for Category A and B employees to 12 and 6 days annually. Increase accrual maximums to 20 and 10 days for Category A and B employees respectively.
 3. Holiday: Employees required to work on days between the Christmas and New Year's holidays shall receive time and one-half regular rate for each hour worked. Elimination of Category B 94% attendance requirement for holiday eligibility.
 - iii. Overtime: Fair and equitable distribution of extra hours. Extra hours offered on a rotation basis.

III. Training and Development

A. Harvard Bridge to Learning and Literacy: The Harvard Bridge to Learning and Literacy Program, formally launched in September 2000, has a two-fold mission: to help employees perform their current jobs more efficiently and to learn the necessary skills to advance professionally. Since its inception, the Bridge Program has grown significantly from an initial 38 participants to 552 students by spring 2006. Initially, courses were offered only to Harvard service employees. Since 2001, the Bridge Program has been extended to employees of WBPP contractors and continues to expand participation to additional contractor units each semester.

Since the pilot, the Bridge Program has increased the literacy curriculum to include four levels of basic skills courses to assist the low-literacy student in building a strong language foundation for eventual success in the ESL courses at the Harvard Extension Schools Institute for English Language Programs (IEL) or in the Bridge's Adult Diploma Program (ADP). The Bridge also offers three levels of computer instruction and U.S. Citizenship preparation classes. As the Bridge Program completes its seventh year, it has enhanced the writing curriculum to better fit the specific academic skill levels of the Bridge students and has also created higher-level courses including, Advanced Pronunciation and College Preparation. Each semester, greater numbers of students move from the basic-literacy classes to the ESL classes at the Extension School, move from the lower to higher-level Extension School classes, and receive their high school diploma. In addition, the Bridge continues to collaborate with SEIU, Unite Here and HUCTW to establish professional internships and career pathways for low wage earners and laid-off employees.

B. Training for Harvard Managers: Center for Workplace Development (CWD) continues to offer a three-session program for managers and supervisors to attend within their first three months of employment. The three-session program includes an overview of Harvard values, key employment laws and policies, and managing in a union environment. The latter includes specific information relating to each union at Harvard. This program was held twice over the course of FY 2006, reaching approximately 37 Harvard managers and supervisors.

CWD also continues to offer a leadership development program for supervisors in six one-day sessions that address communication, performance management, staff development, mediation/problem solving and valuing diversity, and includes a "360°" assessment. In FY 2006, 61 Harvard managers participated in this program. In addition, CWD offered over 20 workshops designed to provide managers and supervisors with opportunities to increase awareness and advance

skill development on topics critical to managing successfully in the Harvard environment. The workshops are conducted by CWD staff and are delivered either at CWD in its Career and Professional Development program or on-site at participating departments.

IV. Communication

- A. Service employees at Harvard website:** In December 2005 OLR and OHR's Communication departments launched www.serviceemployees.harvard.edu website that shares the University's progress, as well as other efforts aimed at implementing WBPP. The community may access information regarding the University's labor activities, current negotiations, frequently asked questions, and WBPP policy administration. The site also serves as a central depository for all the University's collective bargaining agreements and annual reporting of WBPP efforts. Lastly, the website is the new location for the Harvard Committee on Employment and Contracting Policies recommendations previously posted on www.hcecp.harvard.edu.
- B. Intranet Labor Portal:** In FY07 OLR will work with OHR's Communication department to develop an informative intranet for employees and managers regarding the University's collective bargaining and contract administration activities. The proposed site will inform and educate the Harvard community on issues for each collective bargaining agreement. Postings will include; updates and communications regarding negotiations, joint labor management committees, and WBPP policy administration.

V. Employee Engagement Survey

The HCECP recommended that the University gather reliable data on the quality of work life of lower wage workers through periodic environment surveys. In March 2006 the University conducted its first University-wide staff engagement survey "What's Your Harvard Like?" The survey measured the quality of work life of all employees that participated in the survey. Engagement is measured by how positively employees react to questions about the organization, leadership, management, and their individual contributions toward the organization's success. Harvard's overall engagement score was 66%, within the range of "Best Employer" according to Hewitt Associates that administered and compiled the survey data. While the University score was 66%, the results for service and trades employees was highest of all employee groups surveyed, 70% compared to Administrative and Professional (66%) and Clerical and Technical Support staff both non-union and HUCTW (65%).

VI. Workplace Values

- A. University Values:** The Center for Workplace Development (CWD) continues to offer a program for new supervisors that includes a half-day

“Orientation to Harvard Values” as reflected in the Harvard University Statement of Values (set forth in Appendix C). The program was offered twice to 37 Harvard managers and supervisors in FY 2006. During the course of the coming fiscal year, OLR will coordinate through CWD periodic informational sessions with contract vendors to present a similar overview of Harvard values and to address ongoing questions and issues relating to compliance with the WBPP.

B. University Ombudsman Office: The University Ombudsman Office, established in February 2003, 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. In addition, the Office convenes the University-wide Ombudsman Council that was established in October 2002 to exchange views with those serving local ombudsman-related roles, thus strengthening such activities across the University.

VII. Measurement

A. 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, 2005 to November 15, 2011

	Current Wages Effective 10/1/05		Increase 1 7/1/2006		Increase 2 7/1/2007		Increase 3 7/1/2008		Increase 4 7/1/2009		Increase 5 7/1/2010		Increase 6 7/1/2011	
	Years of Service		Years of Service		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	< 3 years	> 3 years	< 3 years	> 3 years
Custodian	\$13.50	\$14.00	\$14.50	\$15.00	\$15.50	\$16.00	\$16.50	\$17.00	\$17.16	\$17.66	\$17.83	\$18.33	\$18.50	\$19.00
Assistant Crew Chief	\$14.00	\$14.50	\$15.00	\$15.50	\$16.00	\$16.50	\$17.00	\$17.50	\$17.66	\$18.16	\$18.33	\$18.83	\$19.00	\$19.50
Crew Chief	\$15.00	\$15.50	\$16.00	\$16.50	\$17.00	\$17.50	\$18.00	\$18.50	\$18.66	\$19.16	\$19.33	\$19.83	\$20.00	\$20.50
Red Circle Rates														
Custodian	\$14.50		\$15.50		\$16.50		\$17.50		\$18.16		\$18.83		\$19.50	
Custodian	\$14.77		\$15.77		\$16.77		\$17.77		\$18.43		\$19.10		\$19.77	
Crew Chief/ Custodian	\$15.50		\$16.50		\$17.50		\$18.50		\$19.16		\$19.83		\$20.50	
Crew Chief/ Custodian	\$15.63		\$16.63		\$17.63		\$18.63		\$19.29		\$19.96		\$20.63	

Hotel Employees, Restaurant Employees International Union (UNITE HERE), Local 26
Agreement Effective June 20, 2006 to June 19, 2011
 (Year 1 wage rates)

Classification	Year 1 6/18/06			Year 1 12/17/06		
	Start	After 1 year	After 2 years	Start	After 1 year	After 2 years
Assistant Cook	14.64	15.68	16.38	15.05	16.09	16.79
Butcher	15.88	17.08	17.95	16.29	17.49	18.36
Checker	13.46	14.40	14.96	13.87	14.81	15.37
Floor Supervisor	13.04	13.68	13.89	13.45	14.09	14.30
General Cook	15.62	16.78	17.63	16.03	17.19	18.04
General Service Employee	13.32	14.25	14.82	13.73	14.66	15.23
Grill Cook	13.04	13.68	13.89	13.45	14.09	14.30
Kitchen Utility Worker	12.67	13.28	13.47	13.08	13.69	13.88
Kitchenperson/Chef's Helper/Potwasher/ Laundryperson Comb.	13.52	14.47	15.04	13.93	14.88	15.45
Lead-Dining Room Service	14.27	15.28	15.90	14.68	15.69	16.31
Pantry Steward	15.62	16.78	17.63	16.03	17.19	18.04
Saladperson-Pantry Comb.	13.57	14.52	15.09	13.98	14.93	15.50
Sales Attendant	12.82	13.44	13.64	13.23	13.85	14.05
Second Cook	16.55	17.87	18.77	16.96	18.28	19.18
Short Order Cook-Counter Comb.	14.64	15.68	16.38	15.05	16.09	16.79
Storekeeper	13.52	14.47	15.04	13.93	14.88	15.45
Truck Driver/Storeroom Comb.	15.85	17.06	17.93	16.26	17.47	18.34
Truck Operator - Electric	13.89	14.88	15.47	14.30	15.29	15.88
<i>Additional Faculty Club Rates</i>						
Host/Hostess	16.09	17.33	18.21	16.50	17.74	18.62
Assistant Second Cook	16.09	17.33	18.21	16.50	17.74	18.62
Kitchenperson-Pantry Comb.	13.88	14.86	15.46	14.29	15.27	15.87
Pantryperson	13.49	14.43	14.99	13.90	14.84	15.40
General Service/Wait	13.32	14.25	14.82	13.73	14.66	15.23

Harvard University Security, Parking, and Museum Guards Union (HUSPMGU)
Agreement Effective July 1, 2006 to June 30, 2010

ARTICLE 6 WAGES

6 (a) Any Museum Attendant, Parking Service Monitor, or Security Guard on the payroll as of 07/01/06, shall receive an increase in their base hourly rate according to the schedule set forth below:

Year 1	07/01/06	3%	01/01/07	2%
Year 2	07/01/07	4%		
Year 3	07/01/08	4%		
Year 4	07/01/09	4%		

6 (b)	Central Station Museum Monitors:	<u>Range Minimum</u>	<u>Range Maximum</u>
	07/01/06	\$13.33	\$16.05
	01/01/07	\$13.59	\$16.37
	07/01/07	\$14.14	\$17.02
	07/01/08	\$14.70	\$17.70
	07/01/09	\$15.29	\$18.41

6 (c) New Employee Hiring Schedule for Employees Hired On or After 07/01/06

Category A Museum Attendants and Parking Service Monitors and Category B Limited Regular Museum Attendants, Parking Service Monitors and Guards	07/01/06	07/01/07	07/01/08	07/01/09
	\$12.62	\$12.87	\$13.13	13.40

6 (d) The Parking Service Monitor II job classification shall be paid an hourly premium of 15% above the hourly base rate of the Parking Service Monitor position.

Appendix B

Table 1
Pay and Time Status of Custodial Employees at Harvard

	3/00	3/01	4/03	4/04	4/05	7/06
Total Count:	341	349	352	363	346	335
Time Status						
Percent working Part-Time (≤ 20 hours/week):*	56.6%	55.6%	44.0%	35.3%	30.0%	26.6%
Bargaining Unit Wages						
Hourly Wage:						
% < \$8.00/hour	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	81%	82%	0%	0%	0%	0%
% \$10.00-\$11.99	5%	13%	36%	0%	0%	0%
% \$12.00-\$13.99	14%	4%	61%	85%	84%	0%
% \$14.00-\$15.99	0%	0%	3%	15%	16%	91%
% \geq \$16.00	0%	0%	0%	0%	0%	9%
Median Wage (in 2006 dollars)	\$12.10	\$11.26	\$13.22	\$13.48	\$13.64	\$15.00
Avg. Annual Pay (in 2006 dollars):	\$26,229.64	\$24,328.31	\$27,969.20	\$28,536.68	\$28,843.01	\$31,479.84
Mean Hourly Wage Rate:	\$12.61	\$11.70	\$13.45	\$13.72	\$13.87	\$15.13
Hourly Wage + Benefits:						
% < \$8.00/hour	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	0%	0%	0%	0%	0%	0%
% \$10.00-\$11.99	57%	56%	0%	0%	0%	0%
% \$12.00-\$13.99	25%	28%	44%	34%	0%	0%
% \$14.00-\$15.99	5%	14%	40%	1%	30%	0%
% \$16.00-\$17.99	14%	3%	13%	50%	0%	0%
% \$18.00-\$19.99	0%	0%	3%	14%	54%	0%
% \geq \$20.00	0%	0%	0%	1%	15%	100%
Median Wage + Bens (in 2006 dollars):	\$13.35	\$12.26	\$16.84	\$18.25	\$19.14	\$21.48
Avg. Annual Pay + Benefits (in 2006 dollars):	\$31,359.96	\$29,035.08	\$33,248.05	\$36,837.45	\$37,831.90	\$45,079.13
Mean Hourly Wage + Benefit Rate:	\$15.08	\$13.96	\$15.98	\$17.71	\$18.19	\$21.67

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2006 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.

Appendix B

Table 2
Pay and Time Status of Security Guards, Museum Guards and Parking Attendants at Harvard

	3/00	3/01	4/03	4/04	4/05	7/06
Total Count:	90	90	93	87	91	87
Time Status						
Percent working Part-Time (≤ 20 hours/week):*	37.8%	36.7%	28.0%	23.0%	32.0%	27.6%
Bargaining Unit Wages						
Hourly Wage:						
% < \$8.00/hour	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	52%	58%	0%	0%	0%	0%
% \$10.00-\$11.99	4%	30%	58%	62%	0%	0%
% \$12.00-\$13.99	43%	12%	39%	31%	90%	79%
% \$14.00-\$15.99	0%	0%	3%	7%	10%	20%
% \geq \$16.00	0%	0%	0%	0%	0%	1%
Median Wage (in 2006 dollars):	\$12.17	\$11.30	\$ 12.72	\$12.67	\$12.66	\$12.37
Avg. Annual Pay (in 2006 dollars):	\$27,325.50	\$24,862.36	\$ 27,648.50	\$ 27,796.34	\$27,446.68	\$26,924.11
Mean Hourly Wage Rate:	\$13.14	\$11.95	\$ 13.29	\$13.36	\$13.20	\$12.94
Hourly Wage + Benefits:						
% < \$8.00/hour	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	23%	24%	0%	0%	0%	0%
% \$10.00-\$11.99	24%	32%	0%	0%	0%	0%
% \$12.00-\$13.99	8%	4%	28%	23%	29%	0%
% \$14.00-\$15.99	1%	27%	35%	44%	2%	0%
% \$16.00-\$17.99	43%	12%	33%	15%	48%	67%
% \$18.00-\$19.99	0%	0%	3%	17%	14%	11%
% \geq \$20.00	0%	0%	0%	1%	7%	22%
Median Wage + Bens (in 2006 dollars):	\$15.12	\$13.69	\$16.11	\$16.86	\$18.28	\$17.72
Avg. Annual Pay + Benefits (in 2006 dollars):	\$33,913.59	\$30,805.04	\$33,947.87	\$35,424.07	\$35,999.22	\$38,555.32
Mean Hourly Wage + Benefit Rate:	\$16.30	\$14.81	\$16.32	\$17.03	\$17.31	\$18.54

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2006 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.

Appendix B

Table 3
Pay and Time Status of Dining Service Employees at Harvard

	3/00	3/01	4/03	4/04*	4/05	7/06
Total Count:	455	491	502	485	485	465
Time Status						
Percent working Part-Time (<20 hours/week):	7.3%	10.8%	12.9%	19.0%	11.0%	8.2%
Bargaining Unit Wages						
Hourly Wage:						
% < \$8.00/hour	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	12%	10%	0%	0%	0%	0%
% \$10.00-\$11.99	14%	23%	14%	3%	0%	0%
% \$12.00-\$13.99	53%	49%	56%	63%	22%	16%
% \$14.00-\$15.99	17%	14%	14%	16%	61%	62%
% >= \$16.00	5%	4%	16%	18%	17%	22%
Median Wage (in 2006 dollars):	\$15.59	\$14.56	\$14.63	\$14.69	\$14.68	\$14.54
Avg. Annual Pay (in 2006 dollars):	\$32,554.74	\$30,577.77	\$ 31,290.68	\$ 31,789.69	\$ 31,766.58	\$ 31,554.40
Mean Hourly Wage Rate:	\$15.65	\$14.70	\$15.04	\$15.28	\$15.27	\$15.17
Hourly Wage + Benefits:						
% < \$8.00/hour	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	0%	1%	0%	0%	0%	0%
% \$10.00-\$11.99	7%	10%	0%	0%	0%	0%
% \$12.00-\$13.99	12%	11%	8%	3%	3%	0%
% \$14.00-\$15.99	14%	15%	19%	9%	6%	0%
% \$16.00-\$17.99	42%	41%	45%	21%	8%	0%
% \$18.00-\$19.99	9%	15%	10%	49%	48%	16%
% >= \$20.00	16%	7%	17%	27%	35%	84%
Median Wage + Bens (in 2006 dollars):	\$20.44	\$19.09	\$18.61	\$19.51	\$20.62	\$20.82
Avg. Annual Pay + Benefits (in 2006 dollars):	\$42,208.12	\$39,429.05	\$39,399.69	\$41,616.00	\$43,831.77	\$45,185.90
Mean Hourly Wage + Benefit Rate:	\$20.29	\$18.96	\$18.94	\$20.01	\$21.07	\$21.72

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2006 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

Appendix B

Table 4
Turnover Rate* for Service Workers
2000 - present

	00/01	01/02	02/03	03/04	04/05	05/06
<i>Custodians</i>	15.4%	7.8%	4.8%	7.8%	8.7%	9.3%
<i>Security, Museum, and Parking</i>	25.7%	24.4%	23.6%	23.6%	25.4%	14.6%
<i>Dining Services</i>	12.0%	13.6%	14.6%	14.9%	9%	13.5%

*Turnover rates were calculated from April to April of each year.

Appendix B

Table 5
Demographics – Custodians
2000 - present

	3/00	3/01	4/03	4/04	4/05	4/06
Gender:						
% Male	58.4%	55.9%	53.1%	53.5%	51.7%	53.9%
% Female	41.6%	44.1%	46.9%	46.5%	48.3%	46.1%
Ethnicity:						
% White	13.2%	12.0%	11.6%	12.1%	10.7%	10.5%
% Black	37.2%	36.1%	33.0%	32.7%	33.2%	32.5%
% Hispanic	47.5%	49.9%	53.7%	54.3%	54.9%	55.7%
% Asian	2.1%	2.0%	1.7%	0.9%	1.2%	1.2%
% Natv Amer	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Missing	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Age:						
25th %ile	36.64	37.48	38.90	38.00	39.00	40.00
Median	44.19	45.57	46.04	46.00	46.00	47.00
75th %ile	52.93	53.88	54.57	55.00	55.00	56.00
Service:						
% < 1	28.2%	20.6%	4.5%	11.3%	2.3%	3.6%
25th %ile	0.80	1.15	2.48	1.75	2.50	3.50
Median	5.70	3.59	3.85	2.67	3.29	3.71
75th %ile	12.13	12.05	13.29	7.54	7.58	8.44
Education:						
% Less Than High School	43.4%	46.4%	50.6%	45.1%	46.8%	44.9%
% HS (Grad)	48.4%	46.1%	38.1%	34.7%	34.7%	33.7%
% Trade/Bus	0.3%	0.3%	1.1%	0.9%	0.6%	0.6%
% Col (Non-grad)	2.3%	2.3%	2.3%	2.0%	2.0%	1.8%
% Jr Col Grad	0.9%	0.9%	0.3%	0.3%	0.3%	0.3%
% Sr Col Grad	3.5%	2.9%	2.6%	2.3%	2.3%	2.1%
% Master's	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Doctorate	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Unknown	n/a	n/a	5.1%	14.7%	13.3%	16.6%
Residence:						
% Cambridge	13.8%	12.6%	9.4%	10.1%	10.4%	10.8%
% Boston	41.9%	42.4%	42.0%	39.6%	36.4%	37.0%
% Arlington, Belmont, Somerville or Watertown	20.2%	17.5%	17.3%	15.3%	13.9%	12.7%
% Other SMSA	22.6%	25.8%	30.1%	34.4%	38.2%	39.5%
% None of the Above	1.5%	1.7%	1.1%	0.6%	1.2%	0.0%
Marital Status:						
% Unmarried	40.8%	33.2%	30.7%	34.1%	33.8%	24.4%
% Married	25.8%	20.6%	19.3%	22.0%	22.3%	32.5%
% Unknown	33.4%	46.1%	50.0%	43.9%	43.9%	43.1%

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Table 6
Demographics – Security Guards, Museum Guards and Parking Attendants
2000 - present

	3/00	3/01	4/03	4/04	4/05	4/06
Gender:						
% Male	78.9%	77.8%	78.1%	72.3%	76.9%	76.4%
% Female	21.1%	22.2%	21.9%	27.7%	23.1%	23.6%
Ethnicity:						
% White	83.3%	78.9%	69.8%	72.3%	71.4%	69.7%
% Black	13.3%	14.4%	22.9%	18.1%	19.8%	21.3%
% Hispanic	2.2%	3.3%	3.1%	3.6%	3.3%	3.4%
% Asian	1.1%	3.3%	3.1%	3.6%	4.4%	4.5%
% Natv Amer	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%
% Missing	0.0%	0.0%	1.0%	2.4%	1.1%	0.0%
Age:						
25th %ile	33.48	28.71	34.50	30.50	30.50	33.00
Median	42.53	43.15	47.15	45.00	47.00	50.00
75th %ile	54.86	55.12	58.96	58.00	58.50	60.00
Service:						
% < 1	26.7%	26.7%	13.5%	15.7%	20.9%	12.4%
25th %ile	0.56	0.95	1.71	1.75	1.38	1.58
Median	7.18	3.85	4.22	2.50	2.58	3.50
75th %ile	11.09	11.18	12.90	4.67	5.00	5.83
Education:						
% Less Than High School	5.6%	4.4%	8.3%	7.2%	5.5%	5.6%
% HS (Grad)	75.6%	76.7%	71.9%	57.8%	49.5%	42.7%
% Trade/Bus	1.1%	1.1%	1.0%	1.2%	1.1%	1.1%
% Col (Non-grad)	8.9%	8.9%	9.4%	8.4%	6.6%	6.7%
% Jr Col Grad	1.1%	2.2%	2.1%	1.2%	1.1%	1.1%
% Sr Col Grad	5.6%	4.4%	3.1%	3.6%	4.4%	4.5%
% Master's	1.1%	1.1%	1.0%	2.4%	2.2%	1.1%
% Doctorate	1.1%	1.1%	0.0%	0.0%	0.0%	0.0%
% Unknown	n/a	n/a	3.1%	18.1%	29.7%	37.1%
Residence:						
% Cambridge	17.8%	20.0%	19.8%	20.5%	15.4%	14.6%
% Boston	26.7%	26.7%	22.9%	22.9%	29.7%	23.6%
% Arlington, Belmont, Somerville or Watertown	23.3%	21.1%	16.7%	18.1%	23.1%	23.6%
% Other SMSA	26.7%	28.9%	38.5%	34.9%	30.8%	37.1%
% None of the Above	5.6%	3.3%	2.1%	3.6%	1.1%	1.1%
Marital Status:						
% Unmarried	41.1%	32.2%	26.0%	28.9%	31.9%	22.5%
% Married	26.7%	22.2%	19.8%	20.5%	23.1%	38.2%
% Unknown	32.2%	45.6%	54.2%	50.6%	45.1%	39.3%

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Table 7
Demographics – Dining Services
2000 – present

	3/00	3/01	4/03	4/04	4/05	4/06
Gender:						
% Male	56.9%	58.5%	59.4%	59.4%	58.8%	58.9%
% Female	43.1%	41.5%	40.6%	40.6%	41.2%	41.1%
Ethnicity:						
% White	61.5%	56.8%	54.5%	58.4%	59.2%	57.3%
% Black	18.2%	20.6%	21.2%	19.9%	19.3%	20.0%
% Hispanic	14.5%	16.3%	16.2%	15.1%	14.9%	14.9%
% Asian	5.7%	6.1%	6.5%	6.6%	6.6%	7.4%
% Natv Amer	0.0%	0.2%	0.2%	0.0%	0.0%	0.2%
% Missing	0.0%	0.0%	1.4%	0.0%	0.0%	0.2%
Age:						
25th %ile	31.55	31.62	32.67	33.00	34.00	35.00
Median	41.25	41.75	42.68	44.00	44.00	45.00
75th %ile	51.60	51.42	50.50	51.00	52.00	52.00
Service:						
% < 1	20.7%	20.4%	4.8%	10.2%	6.8%	6.1%
25th %ile	1.38	1.34	2.16	1.98	2.50	3.50
Median	5.47	4.81	4.91	5.58	6.00	6.58
75th %ile	11.52	11.62	12.16	13.81	14.20	14.58
Education:						
% Less Than High School	12.7%	18.1%	16.6%	16.1%	15.9%	15.2%
% HS (Grad)	76.7%	71.7%	63.4%	56.8%	54.4%	53.9%
% Trade/Bus	0.7%	0.6%	0.8%	0.8%	0.8%	0.8%
% Col (Non-grad)	6.2%	5.3%	5.0%	5.2%	5.2%	5.3%
% Jr Col Grad	0.2%	0.2%	0.4%	0.6%	0.4%	0.6%
% Sr Col Grad	2.4%	2.6%	2.8%	3.4%	3.2%	3.8%
% Master's	0.0%	0.2%	0.2%	0.2%	0.2%	0.0%
% Doctorate	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%
% Unknown	n/a	n/a	10.7%	16.9%	19.7%	20.2%
Residence:						
% Cambridge	17.6%	17.3%	15.1%	15.1%	14.9%	14.5%
% Boston	23.3%	26.5%	27.7%	23.3%	22.3%	20.4%
% Arlington, Belmont, Somerville or Watertown	32.1%	29.3%	30.5%	29.9%	30.1%	28.6%
% Other SMSA	23.5%	23.4%	25.1%	31.1%	32.3%	36.4%
% None of the Above	3.5%	3.5%	1.6%	0.6%	0.4%	0.0%
Marital Status:						
% Unmarried	44.4%	32.6%	31.5%	35.7%	36.7%	35.2%
% Married	37.8%	33.4%	30.9%	32.9%	33.9%	37.5%
% Unknown	17.8%	34.0%	37.6%	31.3%	29.5%	27.4%

Appendix C

Harvard University Statement of Values August 2002

Harvard University aspires to provide education and scholarship of the highest quality - to advance the frontiers of knowledge and to prepare individuals for life, work, and leadership. Achieving these aims depends on the efforts of thousands of faculty, students, and staff across the University. Some of us make our contribution by engaging directly in teaching, learning, and research, others of us, by supporting and enabling those core activities in essential ways. Whatever our individual roles, and wherever we work within Harvard, we owe it to one another to uphold certain basic values of the community.

These include:

- Respect for the rights, differences, and dignity of others
- Honesty and integrity in all dealings
- Conscientious pursuit of excellence in one's work
- Accountability for actions and conduct in the workplace

The more we embrace these values in our daily lives, the more we create and sustain an environment of trust, cooperation, lively inquiry, and mutual understanding—and advance a commitment to education and scholarship, which all of us share.

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