

**OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION  
IMPLEMENTATION OF RECOMMENDATIONS OF HARVARD  
COMMITTEE ON EMPLOYMENT AND CONTRACTING POLICIES**

REPORT ON PROGRESS AS OF MAY 8, 2002

**INTRODUCTION**

On December 19, 2001, the Harvard Committee on Employment and Contracting Policies (HCECP), chaired by Professor Lawrence Katz, issued its final report and recommendations. On January 31, 2002, following receipt of the report and a period of comment, President Lawrence Summers issued a statement indicating that the University intended to adopt the HCECP's core recommendations and urging the University to begin at once to ensure their timely and effective implementation. This document details the University's progress over the past three months in implementing specific action items. It also describes actions the University is taking to ensure that working conditions highlighted by the HCECP are permanently improved.

This report is divided into five primary sections:

1. Wages and Benefits
2. Shared Values and Norms
3. Training and Development
4. Communication
5. Measurement and Resources

In addition, the report includes appendices documenting actions taken in specific areas.

## Overview

The University is on schedule with proposed action plans and has made substantial progress over the past three months in implementing the recommendations of the HCECP. Highlights include:

### **1. Wages and Benefits:**

- On March 1, 2002, the University signed a new contract with the Service Employees International Union (SEIU), Local 254, the union representing Harvard custodial employees, which raises the starting hourly wages for Harvard custodians to \$11.35.
- On May 7, 2002, the University concluded its wage negotiations with the Harvard University Security, Parking and Museum Guards Union (HUSPMGU), the union representing Harvard security employees. Starting hourly for Harvard guards were raised to \$11.15 retroactive to July 1, 2001 and will increase to \$11.35 on July 1, 2002.
- Wage discussions are underway with the Hotel Employees, Restaurant Employees International Union (HEREIU), Local 26, the union representing Harvard dining service employees.
- The University has adopted a new Wage and Benefits Parity Policy and expects that the policy will be implemented with outside contractors well in advance of the December 2002 deadline suggested by the HCECP.

### **2. Shared Values and Norms:**

- The President and Provost met with the Deans on May 7, 2002, to discuss a proposed University-wide values statement and a plan for disseminating the values statement to achieve local awareness, understanding, and support. The Deans endorsed the values statement, and plans are underway to develop a process for sharing it with the University community.

### **3. Training and Development:**

- The Bridge to Learning and Literacy program continues to expand. Enrollments have increased in the past year from 220 to more than 400 in the spring semester, and include both Harvard and contract workers in the

Longwood Medical Area, Business School and Cambridge campuses. The program will expand to 500 participants this fall.

- A new Training Advisory Group (TAG), with faculty, staff, and union representation, has been created and is assessing Harvard's current training programs for supervisors to determine what changes should be made in order to better prepare managers and supervisors of service employees and contractors. The TAG is also assessing the feasibility of an *Orientation to Harvard Values* for Harvard employees and contractors.

#### **4. Communication:**

- The Office of Human Resources (OHR) hired a new multi-lingual HR officer to work with the service departments to enable those who do not speak or read English to receive the same level of service as those who do.
- OHR is producing new brochures outlining benefits and other services that will be translated into Haitian Creole, Mandarin, Portuguese, and Spanish.

#### **5. Measurement and Resources:**

- The Great Place to Work® Survey was administered in March to nearly 6200 employees, including over 99 per cent of all in-house service employees, in seven Schools and the Central Administration. Approximately 61 per cent of employees have responded—nearly double the participation rate of the last time the survey was administered in the Central Administration twenty-eight months ago.
- OHR has hired not only the multi-lingual HR officer mentioned above, but also two and one-half additional staff to meet the needs of service employees, to prepare new multi-lingual publications, and to enhance web services.

#### Approach to Implementation

Even before President Summers issued his statement accepting the core recommendations of the HCECP in January, Vice President for Administration, Sally Zeckhauser, established an Implementation Advisory Committee<sup>1</sup> to review project proposals and

---

<sup>1</sup> Members of the committee include Angela Crispi, Associate Dean for Administration, Harvard Business School; Elizabeth (Beppie) Huidekoper, Vice President for Finance; David Jones, Director of Labor and

progress and to develop strategies for including the Schools and Central Administration in the process. This Committee has met weekly since January 7, 2002. In addition, Associate Vice President for Human Resources, Polly Price, assembled an OHR team<sup>2</sup> to develop the specific steps to full implementation and to take the lead on reaching those goals. She also appointed a project coordinator, Margie Naddaff, Assistant Director of the Center for Training and Development, submitted and received approval for a project budget, and established weekly team meetings beginning the first week in January. The group's first task was to draft an implementation plan for review by the Implementation Advisory Committee and the Administrative Council. They also created a web page on the OHR web site<sup>3</sup> to describe and track implementation of the initiatives.

---

Employee Relations; Marne Levine, Chief of Staff; Ted A. Mayer, Executive Director, Harvard University Dining Services; J. Bonnie Newman, Executive Dean of the Kennedy School of Government; Geoffrey Peters, Associate Dean for Administrative Resources in the Faculty of Arts and Sciences; Polly Price, Associate Vice President for Human Resources; Marsha Semuels, Assistant Provost; Clayton Spencer, Associate Vice President for Higher Education Policy; Alan Stone, Vice President for Government, Community and Public Affairs; Anne Taylor, Vice President and General Counsel; Thomas Vautin, Associate Vice President for Facilities and Environmental Services; and Sally Zeckhauser, Vice President for Administration.

<sup>2</sup> Members of the committee include Joanne Doherty, Director of Human Resources; David Jones, Director of Labor and Employee Relations; Michael O'Hara, Director of Compensation; Penny Outlaw, Director of HR for University Administration; Polly Price, Associate Vice President for Human Resources; Rosemary Rudnicki, Assistant Director of Benefits; Henry Ryan, Director of Workforce Initiatives; and Merry Touborg, Director of Communications.

<sup>3</sup> [www.hr.harvard.edu](http://www.hr.harvard.edu), click on HCECP Implementation

## I. WAGES AND BENEFITS

### University Action Items

- 1. Open negotiations, under the terms of collective bargaining, with unions representing workers who provide custodial, retail dining, and security services, with the aim of achieving wages in the range paid to other similar workers on campus (\$10.83 to \$11.30 an hour).*
- 2. Design and adopt a parity wages and benefits policy governing on-site service contractors in custodial, dining, and security services, which will eliminate the wage differential between University employees and contracted workers while permitting the University to maintain outsourcing as a means of ensuring quality, efficiency, and innovation.*
- 3. The University has secured an outside assessment of its health insurance benefits structure and is prepared to explore questions of affordability for lower-wage workers as part of union negotiations.*

### Progress to Date

**Service Employees International Union (SEIU), Local 254:** Negotiations with SEIU began on January 22, 2002, and a new agreement was ratified in a near-unanimous vote on March 1, 2002. It took effect the same day. The contract represents the commitment of Harvard and the union to maintain a constructive relationship and includes many significant improvements for Harvard's workers. The new contract, which will be in effect until November 15, 2005, raises the starting hourly wages for Harvard custodians to \$11.35, retroactive to May 15, 2001. By the end of the contract, Harvard custodians will start at \$13.50 per hour, with longer-service custodians earning \$14.00 per hour. Harvard custodians received their initial wage increase, including retroactive payment, on March 14, 2002.

In addition to the wage increases, the contract provides for a joint union/management process to identify a union health plan that meets the University's standards. When such a plan is identified, Harvard will contribute the same dollar amount to that plan as it does to the lowest-priced Harvard health plan.

The University and SEIU also agreed on a number of new proposals aimed at improving wages and benefits for part-time custodial staff. As a result, part-time employees now receive the same hourly pay rates, paid time off (sick, vacation, and holiday), and short-term disability benefits as full-time employees. In addition, Harvard will continue to offer part-time employees the option of full-time status when openings occur.

The parties also agreed to a number of other initiatives that address worker concerns. These include the recognition of seniority as an important factor in employment decisions such as the assignment of overtime and the filling of vacancies. In addition, the contract provides new protections for Harvard workers in the event of outsourcing, and establishes a childcare allowance fund of more than \$80,000 over the life of the contract. The full agreement is included in Appendix A.

**Harvard University Security, Parking, and Museum Guards Union (HUSPMGU):**

Wage negotiations with HUSPMGU began on April 4, 2002, and concluded on May 7, 2002. The new wage rates raise the starting hourly wages for Harvard guards to \$11.15, retroactive to July 1, 2001, and increase to \$11.35 on July 1, 2002, with longer-service guards earning \$12.35 per hour.

**Hotel Employees, Restaurant Employees International Union (HEREIU), Local 26:**

Wage discussions with HEREIU began on February 20, 2002, and are still in progress. University representatives continue to meet with representatives of HEREIU, Local 26. The full agreement will be made available as soon as negotiations are completed.

**Wage and Benefits Parity Policy (WBPP):** WBPP requires contractors that provide security, custodial, or dining services to Harvard departments to pay their on-campus, non-management employees wages that are no less than those Harvard has negotiated with its unions, and to certify that their total compensation is comparable to that received by Harvard employees performing the same work. The policy was developed in broad consultation with managers in the schools and central departments and has been reviewed

and approved by members of the Administrative Council. WBPP applies to service contractors whose contracts with the University exceed \$50,000 per annum and extend for nine months or more. WBPP stipulates standard required language that must be inserted into contracts with affected vendors, and states that if a contractor fails to comply with the policy, Harvard reserves the right, at its sole discretion, to terminate its agreement with the contractor and to consider the contractor ineligible to enter into future agreements with the University for a period of two years.

Following the conclusion of the Local 254 negotiations with the University, SEIU met with representatives of Harvard's custodial contractors to negotiate a specific site agreement for custodians that mirrors Harvard's wage agreement and explicitly refers to the Wage and Benefits Parity Policy. That agreement concluded April 10, 2002. Shortly thereafter the unionized contractors began to pay their Harvard-based custodians new wages and to process lump-sum payments for retroactive wage increases. Representatives of all custodial contractors<sup>4</sup>, and Harvard's schools and departments that hire those contractors, met on May 6, 2002, with representatives from the Office of Labor and Employee Relations and the Office of Procurement Management for the purpose of explaining their respective obligations under the new policy. The Wage and Benefits Parity Policy and the methodology for determining benefits parity was explained at this open meeting where contractors were able to ask questions about the policy and its enforcement. Those who did not attend will be contacted individually.

The Office of Procurement Management will issue annual reports going forward that include a listing of all Harvard contracts for security, custodial, and dining services, the amount and duration of each contract, and certification from contractors that their Harvard-based employees are receiving total compensation in keeping with the contract language. In addition, the Office of Risk Management and Audit Services will conduct annual on-site audits of the wage and benefit records of selected contractors to monitor

---

<sup>4</sup> Three contractors, ABC Maintenance, ACME Building Services, and Sodexo Marriott Health Care, are not unionized. They have been contacted by the Department of Labor and Employee Relations and informed of the Wage and Benefits Parity Policy. Their employees have already received wages at the new rates and lump sums for retroactive increases.

compliance. The Wage and Benefits Parity Policy, contract language, and the presentation made at the May 6, 2002 meeting detailing implementation responsibilities are included in Appendix B.

**Health Care Affordability:** In January 2002, OHR asked PricewaterhouseCoopers (PWC) to assess the affordability of Harvard's health insurance plans. PWC reported that the cost of health insurance for lower-wage employees at Harvard is significantly less than the amount paid by participants in publicly subsidized plans across the country, Boston area peer institutions, and service contractors. Nevertheless, as noted above, the University has agreed to a joint SEIU/management process to identify a union health plan that meets the University's standards.

## II. SHARED VALUES AND NORMS

### University Action Items

- 1. The University is in the process of developing a statement of workplace values and norms that will include a commitment to dignity and respect for on-campus workers at all levels and a statement of rights and responsibilities in University employment. We will also adopt mechanisms to ensure that such values are incorporated into the work experience of campus employees and contracted workers.*

### Progress to Date

Although several schools and departments have well-established values statements (see examples in Appendix C) and systems for ensuring compliance with them, heretofore there has been no such statement for the University as a whole.

At its meeting on May 7, 2002, the Academic Advisory Group, which includes the President, Provost and Deans of the Faculties, endorsed the a University-wide statement of values (see Appendix C) and discussed a process for sharing it with the University community. The statement aims to establish a starting point for more detailed discussion within each School and Central Administration departments. The President has asked each Dean and Vice President to initiate a process no later than the fall of 2002 to make sure that members of their local communities are aware of and understand the shared workplace values, and others they may choose to affirm. They have also been asked to identify individuals in their local communities to whom faculty, students, and staff may turn if they perceive a problem.

### III. TRAINING AND DEVELOPMENT

#### University Action Items

1. *Develop a training program for managers of service contracts and direct supervisors of service workers, whether such workers are employed by Harvard or by outside contractors.*
2. *With respect to supervisory training, we are in the process of appointing a committee composed of faculty, administrators, and workers from different unions, whose charge it will be to develop, by the end of the academic year, a plan for training those who supervise service employees, whether they are Harvard employees or contracted employees.*
3. *Ensure that policies relating to lower-wage workers, including new policies adopted pursuant to this committee report, are communicated to Harvard managers and supervisors of contracted workers and those who oversee service contracts.*
4. *Continue to offer and enhance the Harvard Bridge to Learning and Literacy Program, with courses in English as a Second Language, Literacy, Speaking and Listening, GED/Academic Preparation, and computer use, to all lower-paid service workers, in-house or contracted, with paid release time for attendance at classes. The program has expanded from 220 participants in spring 2001, to 364 in fall 2001, to an estimated 406 for spring 2002, including workers from the Longwood Medical Area. We will conduct a comprehensive program evaluation after the end of the spring semester to assess the program's effectiveness and determine whether it should be expanded.*
5. *Evaluate and expand the Bridge program and explore other avenues for enhancing education and training opportunities that are available to Harvard workers.*

#### Progress to Date

**Training Advisory Group:** OHR has established the Training Advisory Group (TAG) to provide guidance for the development of a program to train Harvard supervisors of service employees and a values-based orientation for all supervisors of service employees, whether they are Harvard supervisors of service employees or contract employees or supervisors who work for private contractors on the Harvard campus. TAG,

which includes faculty members, union representatives, senior managers, and adult learning experts, met every other week beginning in March. Meetings began with a focus on the current state of training at the University and a review of best practices at other institutions. Members asked to hear more from workers directly so that they could better assess current offerings. Thus, a session was held for union representatives to talk about their perceptions of Harvard and contractor supervisors. TAG also requested that OHR gather information via employee focus groups organized with the cooperation of the four unions participating on the committee (SEIU, HEREIU, HUSPMGU, and the Harvard Union of Clerical and Technical Workers). Those feedback meetings are being scheduled now and will take place during May and June 2002. The committee has agreed to continue to meet for as long as it takes to thoughtfully address its charge. Its goal is to have training programs in place for fall 2002. The committee charge and list of members is included in Appendix D.

Harvard is a learning community and, as such, it provides educational and training opportunities for its employees. Although responsibility for employee training rests primarily with the schools and departments, there are a number of OHR programs that supplement local offerings. In light of the findings of the HCECP, OHR has reviewed participation by service workers in its current programs. These programs and findings are outlined below. During the next six months, OHR will study more closely the use of these programs by service employees in order to determine if the University should offer different topics or if the limited participation by lower-wage employees is due to other factors, such as scheduling or course costs.

**The Harvard Bridge to Learning and Literacy:** The Bridge program, now in its third year, is a worker education program aimed at increasing the skills, and therefore, the employment opportunities, of Harvard's lowest-paid workers. It is available to all hourly employees, eligible HUCTW employees, and, this year for the first time, employees of outside vendors who provide custodial, security, or dining services on the Harvard campus. The free classes are offered on campus during work hours, and participants in the academic classes are paid for their time in class. In two-hour classes held twice a

week, workers can learn English as a Second Language, speaking and listening, basic English literacy, GED/academic preparation, and computer literacy. Bridge participants may also request one-on-one tutorial sessions from tutors who are available to work with them on campus before and after work hours.

In the spring 2002 semester, the Bridge program was expanded to accommodate over 400 participants, both University and contract employees, on the Cambridge, Business School, and Longwood Medical Area campuses. The program will accommodate 500 participants in the fall 2002 semester. For a detailed list of Bridge participation by Harvard department and contractor, see Appendix E.

The National Center for the Study of Adult Learning and Literacy (NCSALL) at the Graduate School of Education is working with the Bridge staff to determine how the program will be evaluated after the spring semester (considering factors such as retention rate, academic progress for each student, and Great Place to Work® Survey responses from supervisors, participants, and program administrators). This evaluation will also assess the need for future expansion. Results of the Bridge assessment will be made available as soon as it is complete.

**Training for Harvard's Managers:** The Foundations of Leadership program, now in its second year, is a six-day program that provides an introduction to management concepts and practices that were identified as core competencies for those who oversee the work of others at Harvard. First piloted in the academic year 2000-2001, this program has reached approximately 280 Harvard managers and supervisors in two years, 45 of whom were supervisors in the service sectors. The program will expand in the fall 2002 to accommodate approximately 200 managers and supervisors per year. TAG is assessing whether new modules should be added to this program to make it even more effective for supervisors of service employees.

**Tuition Assistance Plan (TAP):** By using TAP, Harvard employees can enhance career skills or pursue a personal academic interest. The plan allows Harvard employees to take

courses at the University or job-related courses at other institutions. From April 2001 through April 2002, 2,713 Harvard employees took advantage of TAP, 126 of whom were services or trades employees.

**Professional Development:** Harvard's Professional Development program offers courses that focus on improving job-related skills. Approximately 300 courses are offered per year in computers, career development, professional development, and supervisory skills. Of the approximately 2,600 Harvard employees who take these courses annually, less than 1 percent are service employees.

**Career Counseling:** OHR has two full-time and one part-time career counselors on staff for Harvard employees. One of the full-time counselors is dedicated to providing service to participants in the Bridge program. An assessment of that component of the Bridge program will be part of the NCSALL evaluation.

## IV. COMMUNICATION

### University Action Items

- 1. In May 2002, the University will prepare and make publicly available a report that outlines: our progress on implementation; the results of collective bargaining with the service unions; and our progress with respect to extending parity wages and benefits to contractors.*
- 2. Beginning in the spring of 2003, the University will, as the committee recommends, prepare and make publicly available an annual data report on lower-wage workers at Harvard.*
- 3. Strengthen collective bargaining relationships with unions representing workers in the service sectors.*

### Progress to date

**Implementation Progress Report:** This report details progress to date in the implementation of the HCECP recommendations. Representatives of the administration will meet with HCECP members on May 8, 2002, to discuss the contents of the report.

**Annual reports:** Beginning in the spring 2003, OHR will prepare and make publicly available annual data that will document the wages and demographic characteristics of low-wage Harvard employees and on-campus employees of service contractors. This report will be available on the OHR website.

**Building Stronger Relationships between the University and its Unions:** The University and SEIU agreed during their negotiations to continue to hold regular labor/management meetings as a step toward building a more positive relationship. The first meeting involving the University and SEIU is scheduled for June 24, 2002. The University also hopes to establish similar meetings with the HUSPMGU. SEIU and the University also agreed to jointly conduct and facilitate training for supervisors and shop stewards. The presence of SEIU and other union representatives on the Training Advisory Group has already been a positive development, allowing us to take into

account the needs of unionized employees as we jointly develop better training programs.

**Communication to the Service Population:** The University is working to ensure better communications with all employees. Several conditions make it difficult to deliver important University information to service workers: many do not have mailboxes or access to computers, and their work hours, both at and outside the University, frequently prohibit their participation in ongoing orientation and training efforts. These difficulties have been exacerbated by the growing numbers of Harvard workers who speak English as a second language or not at all. Some of the departments that employ these workers provide translated versions of University information, but there has been no central program to ensure the broad availability of translations.

Since January, OHR has taken steps to more fully meet the needs of this population. For example, several important University communications (President Summers' statement of January 31; information about the Bridge to Learning and Literacy; and the Great Place to Work® Survey) have been translated into Haitian Creole, Mandarin, Portuguese, and Spanish. Copies of these translations have been provided to the departments that employ service workers for dissemination. Information in multiple languages about the Child Care Fellowship program for services and trades employees was mailed to employees' home addresses on April 29, 2002.

The Holyoke Center benefits service reception area now has signs posted in Haitian Creole, Chinese, Portuguese, and Spanish, informing employees that staff members who speak these languages are available to help them. Text has been drafted for new publications that will explain Harvard's benefits and services, including paid time off, to members of the three service unions: SEIU, HEREIU, and HUSPMGU. This information will be published in three new booklets, one for each union. Each booklet will be available in English and translated into the four other languages.

Nevertheless, because many of these workers are not literate in their native languages, translating documents does not ensure that they receive critical information. OHR's multilingual outreach efforts (see below) will afford these individuals the opportunity to speak with someone in their native language about benefits, training, personnel problems, or other human resources issues. The information in the new benefits brochures will become the basis for benefits orientations to be held in multiple languages and on-site for these employees. OHR is now planning for such orientations to take place no later than September 2002. Staff and teachers in the Bridge program have also begun to help disseminate benefits materials and other information to non-English speakers.

In addition to improving communication, OHR has hired an assistant director for multilingual outreach to oversee a new outreach program. She will act as a liaison for non-English speaking service employees, connecting them to resources at the University that can provide needed information and services. She will work closely with the employees, the departments in which they work, and the Bridge program, taking a strategic approach to soliciting their ideas, concerns, and feedback in order to gather data that will help her understand the needs of this community. Ultimately, she may also employ such tools as focus groups, surveys, and one-on-one interviews to complete the needs assessment. Concurrently, a review will be conducted to determine the availability of multilingual professional staff within Harvard's employee services programs, such as the Faculty and Staff Assistance Program and the Harvard Wellness Program, to ensure that these services are reaching all members of our community. The position of assistant director for multilingual outreach has been funded through June 30, 2003. During spring 2003, the effectiveness of this position will be assessed and a recommendation will be made about its continuation.

**Communication to the Greater Harvard Community:** The Harvard community has been informed about the actions taken in response to the HCECP recommendations primarily via the *Gazette*, the *Harvard Community Resource*, and the OHR website. The University Action Items in response to the HCECP's report was printed in the *Gazette*, and the initiatives were spelled out in more detail in the March issue of the *Resource*.

Settlement of the SEIU contract was also announced in the *Gazette* and featured in a front-page *Resource* story. Service workers have been featured in “The Big Picture” section of the *Gazette* and the “Profile” section of the *Resource*. The OHR web site, listing the steps to full implementation of the HCECP recommendations, is updated regularly with links to important documents. The website will communicate:

- Results of Great Place to Work® Surveys and steps for improvement;
- New employee contracts;
- New information in the benefits publications;
- Annual data on demographics, wage and benefits, participation in training, and other information regarding lower-paid workers.

For specific communications, see Appendix F.

## V. MEASUREMENT AND RESOURCES

### University Action Items

1. *With respect to employee surveys, the “Great Place to Work® Survey,” first administered to the central administration and several schools in 1999, will be repeated in March 2002 for the central administration and five schools, as well as for service workers employed by the Medical School. Results will be available for managers of participating departments approximately two months later. The remaining schools will conduct employee surveys within 18 months.*
2. *Beginning in the summer of 2002, the Office of Human Resources will convene a broad-based committee to determine an appropriate instrument to use in the future for regular University-wide surveys of employee satisfaction.*
3. *Enhance the staffing and capacity of the Office of Human Resources, as necessary, to provide ready access by service workers to information concerning benefits, employment, and other relevant areas, making provisions as necessary for the publications of materials in a range of languages.*

### Progress to Date

**The Great Place to Work® Survey:** The Great Place to Work® Survey, designed by the Great Place to Work® Institute, was implemented in March and April of this year in central administration and at the Dental School, Divinity School, Graduate School of Education, Medical School (guards and custodians only), Kennedy School of Government, Radcliffe Institute for Advanced Study, and the School of Public Health. It will be administered at the Business School and Medical School in the fall. The survey intends to measure the degree to which employees trust the people they work for; have pride in what they do; enjoy the people they work with; have relationships with management that are based on credibility, respect, and fairness; and have relationships with coworkers that are supported by camaraderie. Nearly 6,200 surveys were distributed and the overall survey participation rate was 61 percent. The last time the survey was administered in the central administration, in November 1999, the participation rate was 34 percent. A sample survey is included in Appendix G.

Comprehensive survey reports will be available in early June 2002, at which time data will be reviewed and disseminated to the respective school/department survey coordinators. In June, a special briefing for Harvard University senior leadership will be presented by Great Place to Work® Institute representatives to explain the data and recommend next steps. The survey coordinators will be responsible for further distribution of survey results to managers and employees within their respective organizations.

**Employee Satisfaction Survey Tool:** The Great Place to Work survey was selected as an appropriate measurement tool in 1999 by the central administration. Although many of the schools have chosen to use it as well, there are several that do not feel this particular survey is optimal for their work environment. Because we believe that the University should regularly ask all its employees for feedback about their work environments, we are assembling a University-wide committee to choose a common survey instrument to be used in the future to measure employee satisfaction at the University.

**Central Archive of Grievance Data:** A central archive of grievance data was established in Labor and Employee Relations (LER) on March 1, 2002. Beginning in April 2002, human resource departments in the schools will be required to submit formal grievance data to LER each month. The information will then be collected in a monthly report that will be disseminated to the Vice Presidents, Administrative Deans, and HR Deans and Directors.

**Audit:** As noted in the Wage and Benefits section, throughout the summer and fall of 2002, Risk Management and Audit Services will develop standards for auditing compliance with the Wage and Benefits Parity Policy. After validation by OHR and the Office of the General Counsel, these standards will be disseminated to the Harvard community. Representatives in affected schools and departments and the outside vendors providing services will then be notified. Audits will begin in fall 2002.

**Multilingual Efforts:** In spring 2003, OHR will assess its multilingual efforts. The evaluation will include an analysis of participation by the service worker population in benefits enrollment, the number of staff using the services put in place by the assistant director for multilingual outreach, the extent of increased multilingual participation in Harvard programs and services, and an assessment of the efforts by the managers and supervisors of these workers to accommodate the language difficulties. The opinions of the service workers will be an important part of this measurement. Results of the evaluation will be posted on the OHR web site.

**Service Employee Data:** Data on service employees, including broad demographics, wage and benefits levels, termination rates and participation in training programs, will continue to be collected, reviewed, and reported periodically. Tables 1 and 2 in Appendix H of this report update information the HCECP presented about service employee wages to include the new SEIU wage rates. Table 3 presents termination rates for service employees over the past five years. These baseline data will be updated annually to help determine if the increased wages have any effect on turnover. As of April 2002, the median wage for custodial employees is \$11.50/hour and no employees in that union earn below \$10.83/hour, the minimum wage suggested by the HCECP. A similar report on employees in HUSPMGU will be assembled after calculations of the new wage rates are completed, and a report on employees in HEREIU will be assembled after completing wage negotiations with that union. Future data collection will also contain information about employees of contractors, as did the HCECP report.

Benefits levels for employees in the three service unions will be assessed after the fall benefits open enrollment and annually thereafter. Data on participation in training efforts will also be reported annually.

**Resources:** While we do not yet have accurate numbers to report regarding increased benefits costs, the increased wage cost for custodians, both Harvard and contracted, is approximately \$2.4 million for the first year (this includes retroactive payments). There is a \$3 million incremental cost over the life of the SEIU contract. Additional costs for

HUSPMGU will be made available after figures have been calculated, and additional costs for HEREIU will be made available after wage discussions are completed and figures have been calculated.

In his January statement, President Summers committed to enhance the staffing and capacity of OHR in order to provide additional services to low-wage employees. That has happened. While indirect costs of staff time for the various implementation teams and committees has been and will continue to be absorbed by both the central administration and academic units from which members came, OHR has been given additional staffing to build the infrastructure to support implementation and has been encouraged to enhance employee services, benefits, and training.