

**OFFICE OF HUMAN RESOURCES  
ANNUAL REPORT ON THE STATUS OF SERVICE EMPLOYEES  
FISCAL YEAR 2011**

**I. Introduction**

Fiscal year 2011 marked the eighth 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 2011, 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 the coming fiscal year 2012, the University will continue to address any areas of implementation of the WBPP where the need for further refinement remains.

Highlights of FY 2011

- In Spring of 2011 the University and UNITE HERE! Local 26, the union representing dining services employees, met to negotiate a successor collective bargaining agreement. The parties agreed to continue to meet to reach agreement for a contract set to expire in September 2011.
- The Harvard Bridge to Learning and Literacy Program grew to approximately 700 participants by Spring 2011 from 38 in 2001. In the academic year 2010-2011, 19 Bridge participants became U.S. Citizens and 10 non-native English speakers received their high school diploma.
- In fiscal year 2011 vendors were audited to ensure and facilitate continued compliance with the WBPP.

## 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 16 vendors covered by the WBPP (11 custodial, 2 dining, and 3 security services). The Office of Labor and Employee Relations (LER) and the Office of 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 have signed 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 establishes and manages vendor agreements for services covered under WBPP. (<http://www.procurement.harvard.edu/secure/pdf/services-master-contract.pdf> requires login)

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. The University, in fiscal year 2011, continued to offer to facilitate periodic reviews of vendor sponsored health, dental, and retirement plans.

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 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<sup>1</sup>:** Labor and Employee Relations continues to improve survey methods for custodial, dining and security vendors with contracts of \$50,000 or more. In fiscal year 2011 vendors were asked to fill out a vendor data template and submit this information to LER. This data represents the most complete data on employees of vendors since the WBPP's implementation.

- As of April 2011 there were 938 employees of vendors working on Harvard's campuses (380 custodial, 289 security/parking, and 269 dining).

---

<sup>1</sup> Data for dining services sector is incomplete. One dining vendor did not respond to survey.

- As of April 2011, 903 employees were represented by a union (96%) the same percentage as the two years prior.
- As of April 2011 approximately 53% of vendor employees worked a full time (40 hours per week) schedule (43% custodial, 60% security/parking, and 61% dining). This is 2% higher than the year prior (51%) and 9% lower than 2009 (62%).

**C. Vendor Audits:** An external auditing firm comprehensively audited selected WBPP vendors. These audits provide the University with a fuller understanding of training needs, and assisted in its efforts to facilitate compliance, and inform future vendor selection decisions. The selected auditor reviewed 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 and Vendor Service Employees:** According to the April 2011 survey, 91% of vendor employees participate in their employer sponsored health plans, representing an increase of 8% from 2010 (96% custodial, 97% security/parking, and 78% dining). The largest service sector change in health plan participation was an increase of 24% among security/parking vendor employees. This increased participation rate is the result of a security vendor offering a comparable plan with a lower premium to their employees. Approximately 94% of Harvard directly hired custodians participate in health plans, representing an increase of 17% since 2004. This change reflects participation in the University-offered health care benefit plans, 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. Participation rates for directly hired dining services workers have increased to 86.5% in 2011 compared to 78.7% in 2006. Health participation rates for employees represented by Harvard University Security, Parking and Museum Guards Union (HUSPMGU) have increased to 82.7%, nearly 3% over last year.

**E. Conversion of Custodial Employees to 40 hours per week:** Although not a requirement of the WBPP, the University has satisfied the contractual goal of 60% full-time employment among University custodians (defined as 40 hours/week) established pursuant to 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

65.6% in March 2011. As of March 2011, the total breakdown of directly hired custodians' weekly scheduled hours was as follows:

- 65.6% at 40 hours per week
- 10.1% between 30-39 hours per week
- 4% between 20<sup>+</sup>-29 hours per week
- 20.2% at 20 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 April 2011, LER collected data on full-time employment as part of its Vendor Survey and found that 43% of its vendor custodians work 40 hours per week, an increase of over 12% compared to 30.8% in 2010. 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 2011 for the members of the University's custodial, dining service and security service unions: Service Employees' International Union (SEIU) Local 615; 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 FY2011 the University began negotiations for a successor collective bargaining agreement for the dining service sector covered by the Wage and Benefit Parity Policy. The parties agreed to continue to meet for a contract that expires September 2011. The University expects to conclude negotiations with UNITE HERE! Local 26 early in fiscal year 2012. Copies of all of the University's collective bargaining agreements are available at <http://www.laborrelations.harvard.edu>

### **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 teach employees the necessary skills to advance professionally. Since its inception, the Bridge Program has grown significantly from an initial 38 participants to approximately 700 participants by the Spring of 2011 (participant numbers included class enrollments, tutorial services, and career counseling services). 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.

Each semester, greater numbers of students move from the basic-literacy classes to ESOL classes at the Extension School, move from the lower to higher-level Extension School classes, receive high school diplomas, and go on to college. A few highlights from academic year 2010-2011 include: 19 employees were promoted or hired into better jobs, 10 non-native English speakers received their high school diploma, and 19 Bridge participants became U.S. Citizens. In addition, the Bridge continues to collaborate with various university-wide unions, such as SEIU, UNITE HERE, HUSPMGU 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 management training workshops designed to give managers an overview of Harvard Values (set forth in Appendix C), key employment laws and policies, and managing in a union environment. The new program consists of five sequential series of workshops targeted at the specific needs of newly promoted/hired supervisors and managers at Harvard. The final two days are facilitated by the Office of General Counsel and the Office of Labor and Employee Relations.

**C. Consultation for Harvard Vendors:** Throughout FY 2011 vendors were provided guidance and feedback regarding compliance and general policy obligations required under the WBPP. Labor and Employee Relations continues to clarify for vendors complex issues related to administering the WBPP to increase the vendors' understanding of the University's policies and to ensure continued compliance.

#### **IV. Communication**

**A. Labor Relations @ Harvard website:** In fiscal year 2012 LER and HHR's Communication departments will continue to manage an external website: <http://www.laborrelations.harvard.edu>. 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 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 of 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 <http://www.laborrelations.harvard.edu>.

**B. Intranet Labor Portal:** In FY12 LER will continue to work with HHR's Communication department to refine an informative intranet for employees and managers regarding the University's collective bargaining and contract administration activities. The site informs and educates the Harvard community on issues related to collective bargaining and contract interpretation. Postings include; updates and communications regarding negotiations, joint labor management committees, and WBPP policy administration.

**V. 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.

**VI. 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
<b>Custodian</b>	\$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
<b>Assistant Crew Chief</b>	\$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
<b>Crew Chief</b>	\$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
<b>Red Circle Rates</b>														
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 4-5 wage rates)**

Classification	Year 4 6/21/09			Year 4 12/20/09			Year 5 6/20/10			Year 5 12/19/10		
	Start	After 1 year	After 2 years	Start	After 1 year	After 2 years	Start	After 1 year	After 2 years	Start	After 1 year	After 2 years
Assistant Cook	17.13	18.17	18.87	17.54	18.58	19.28	17.96	19.00	19.70	18.37	19.41	20.11
Butcher	18.37	19.57	20.44	18.78	19.98	20.85	19.20	20.40	21.27	19.61	20.81	21.68
Checker	15.95	16.89	17.45	16.36	17.30	17.86	16.78	17.72	18.28	17.19	18.13	18.69
Floor Supervisor	15.53	16.17	16.38	15.94	16.58	16.79	16.36	17.00	17.21	16.77	17.41	17.62
General Cook	18.11	19.27	20.12	18.52	19.68	20.53	18.94	20.10	20.95	19.35	20.51	21.36
General Service Employee	15.81	16.74	17.31	16.22	17.15	17.72	16.64	17.57	18.14	17.05	17.98	18.55
Grill Cook	15.53	16.17	16.38	15.94	16.58	16.79	16.36	17.00	17.21	16.77	17.41	17.62
Kitchen Utility Worker	15.16	15.77	15.96	15.57	16.18	16.37	15.99	16.60	16.79	16.40	17.01	17.20
Kitchenperson/Chef's Helper/Potwasher/Laundryperson Comb.	16.01	16.96	17.53	16.42	17.37	17.94	16.84	17.79	18.36	17.25	18.20	18.77
Lead-Dining Room Service	16.76	17.77	18.39	17.17	18.18	18.80	17.59	18.60	19.22	18.00	19.01	19.63
Pantry Steward	18.11	19.27	20.12	18.52	19.68	20.53	18.94	20.10	20.95	19.35	20.51	21.36
Saladperson-Pantry Comb.	16.06	17.01	17.58	16.47	17.42	17.99	16.89	17.84	18.41	17.30	18.25	18.82
Sales Attendant	15.31	15.93	16.13	15.72	16.34	16.54	16.14	16.76	16.96	16.55	17.17	17.37
Second Cook	19.04	20.36	21.26	19.45	20.77	21.67	19.87	21.19	22.09	20.28	21.60	22.50
Short Order Cook-Counter Comb.	17.13	18.17	18.87	17.54	18.58	19.28	17.96	19.00	19.70	18.37	19.41	20.11
Storekeeper	16.01	16.96	17.53	16.42	17.37	17.94	16.84	17.79	18.36	17.25	18.20	18.77
Truck Driver/Storeroom Comb.	18.34	19.55	20.42	18.75	19.96	20.83	19.17	20.38	21.25	19.58	20.79	21.66
Truck Operator - Electric	16.38	17.37	17.96	16.79	17.78	18.37	17.21	18.20	18.79	17.62	18.61	19.20
<i>Additional Faculty Club Rates</i>												
Host/Hostess	18.58	19.82	20.70	18.99	20.23	21.11	19.41	20.65	21.53	19.82	21.06	21.94
Assistant Second Cook	18.58	19.82	20.70	18.99	20.23	21.11	19.41	20.65	21.53	19.82	21.06	21.94
Kitchenperson-Pantry Comb.	16.37	17.35	17.95	16.78	17.76	18.36	17.20	18.18	18.78	17.61	18.59	19.19
Pantryperson	15.98	16.92	17.48	16.39	17.33	17.89	16.81	17.75	18.31	17.22	18.16	18.72
General Service/Wait	15.81	16.74	17.31	16.22	17.15	17.72	16.64	17.57	18.14	17.05	17.98	18.55



**Harvard University Security, Parking, and Museum Guards Union (HUSPMGU)**  
**Agreement Effective July 1, 2010 to June 30, 2013**

ARTICLE 6 WAGES

6 (a) Any employee on the payroll as of 07/01/10, shall receive an increase in their base hourly rate according to the schedule set forth below:

Year 1      07/01/10

Hourly wage adjustment based on the following schedule:

Current Wages	Effective 7/1/2010 the greater of	
Less than \$13.99	\$14.00	Or 3%
\$14.00-\$14.50	\$14.75	Or 3%
\$14.51-\$14.99	\$15.20	Or 3%
\$15.00-or greater	\$16.00	Or 3%
20 years of service or greater	\$17.50	Or 3%

Year 2      07/01/11      3.25%

Year 3      07/01/12      2.75%

The University and the Union agree to reopen the negotiation of wages in the third year of the agreement. In no event will bargaining unit employees receive less than 2.75% for the year beginning 07/01/2012.

6 (b) Central Station Museum Monitors:	<u>Range Minimum</u>
07/01/10	\$15.75
07/01/11	\$16.27
07/01/12	\$16.72

6 (c) New Employee Hiring Schedule for Employees Hired On or After 07/01/10

Any employee except Central Station Museum Monitors	07/01/10	07/01/11	07/01/12
	\$13.80	\$14.05	\$14.30

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

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**

	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11
<b>Total Count:</b>	352	363	352	335	336	320	330	308	320
<b>Time Status</b>									
<b>Percent working Part-Time (≤20 hours/week):*</b>	44.0%	35.3%	33.8%	27.5%	25.0%	22.5%	24.6%	22.4%	21.3%
<b>Bargaining Unit Wages</b>									
<b>Hourly Wage:</b>									
% \$10.00-\$11.99	36%	0%	0%	0%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	61%	85%	84%	10%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	3%	15%	16%	90%	90%	5%	0%	0%	0%
% \$16.00-\$17.99 (2009 and late	0%	0%	0%	0%	10%	95%	90%	78%	12%
% \$18.00-\$19.99							10%	22%	88%
% >=\$20							0%	0%	0%
Median Wage (in 2011 dollars)	\$14.23	\$14.36	\$14.75	\$15.23	\$16.03	\$16.54	\$17.66	\$18.05	\$18.33
<b>Avg. Annual Pay (in 2011 dollars):</b>	\$30,106	\$30,402	\$31,185	\$31,987	\$33,694	\$34,769	\$37,064	\$37,464	\$38,438
<b>Mean Hourly Wage Rate:</b>	\$14.47	\$14.62	\$14.99	\$15.38	\$16.20	\$16.72	\$17.82	\$18.01	\$18.48
<b>Hourly Wage + Benefits:</b>									
% \$12.00-\$13.99	44%	34%	0%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	40%	1%	0%	0%	0%	0%	0%	0%	0%
% \$16.00-\$17.99	13%	50%	0%	0%	0%	0%	0%	0%	0%
% \$18.00-\$19.99	3%	14%	84%	10%	0%	0%	0%	0%	0%
% \$20.00-\$21.99 (2009 and later)	0%	1%	16%	90%	100%	100%	0%	0%	0%
% \$22.00-\$23.99							10%	1%	0%
% \$24.00-\$25.99							81%	88%	12%
% >=\$26							9%	11%	88%
Median Wage + Bens (in 2011 dollars):	\$18.13	\$19.44	\$20.71	\$21.81	\$22.97	\$23.54	\$25.36	\$26.11	\$26.65
<b>Avg. Annual Pay + Benefits (in 2011 dollars):</b>	\$35,789	\$39,245	\$43,791	\$45,809	\$48,274	\$49,477	\$53,230	\$54,186	\$55,890
<b>Mean Hourly Wage + Benefit Rate:</b>	\$17.21	\$18.87	\$21.05	\$22.02	\$23.21	\$23.79	\$25.59	\$26.05	\$26.87

**Note:** All figures are adjusted for inflation using the Boston CPI-U and reported in 2011 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**

	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11
<b>Total Count:</b>	93	87	85	90	79	75	70	57	53
<b>Time Status</b>									
<b>Percent working Part-Time (≤20 hours/week):*</b>	28.0%	23.0%	30.6%	30.0%	29.1%	21.3%	14.3%	18%	21%
<b>Bargaining Unit Wages</b>									
<b>Hourly Wage:</b>									
% \$10.00-\$11.99	58%	62%	0%	0%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	39%	31%	89%	81%	73%	72%	36%	18%	2%
% \$14.00-\$15.99	3%	7%	11%	18%	24%	23%	44%	56%	64%
% \$16.00-\$17.99 (2009 and later)	0%	0%	0%	1%	3%	5%	19%	25%	30%
% \$18.00-\$19.99							1%	2%	2%
% ≥\$20							0%	0%	2%
<b>Median Wage (in 2011 dollars):</b>	\$ 13.69	\$13.50	\$13.70	\$13.45	\$13.89	\$13.98	\$14.61	\$14.78	\$15.20
<b>Avg. Annual Pay (in 2011 dollars):</b>	\$29,761	\$29,613	\$29,792	\$29,160	\$30,160	\$30,211	\$31,143	\$31,850	\$32,739
<b>Mean Hourly Wage Rate:</b>	\$ 14.31	\$14.24	\$14.32	\$14.02	\$14.50	\$14.52	\$14.97	\$15.31	\$15.74
<b>Hourly Wage + Benefits:</b>									
% \$12.00-\$13.99	28%	23%	0%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	35%	44%	0%	0%	0%	0%	0%	0%	0%
% \$16.00-\$17.99	33%	15%	75%	70%	0%	0%	0%	0%	0%
% \$18.00-\$19.99	3%	17%	18%	10%	73%	72%	36%	18%	0%
% \$20.00-\$21.99 (2009 and later)	0%	1%	7%	20%	27%	28%	41%	54%	28%
% \$22.00-\$23.99							20%	7%	43%
% \$24.00-\$25.99							1%	19%	25%
% ≥\$26							1%	2%	4%
<b>Median Wage + Bens (in 2011 dollars):</b>	\$17.34	\$17.96	\$19.24	\$19.27	\$19.91	\$19.89	\$ 20.97	\$ 21.37	\$ 22.10
<b>Avg. Annual Pay + Benefits (in 2011 dollars):</b>	\$36,542	\$37,740	\$41,808	\$41,760	\$43,229	\$42,983	\$44,736	\$46,067	\$47,611
<b>Mean Hourly Wage + Benefit Rate:</b>	\$17.57	\$18.14	\$20.10	\$20.08	\$20.78	\$20.67	\$21.51	\$22.15	\$22.89

**Note:** All figures are adjusted for inflation using the Boston CPI-U and reported in 2011 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**

	4/03	4/04*	1/05	1/06	1/07	1/08	1/09	1/10	1/11
<b>Total Count:</b>	502	485	479	476	471	460	457	423	439
<b>Time Status</b>									
<b>Percent working Part-Time (&lt;20 hours/week):</b>	12.9%	19.0%	18.4%	8.4%	7.0%	5.2%	4.8%	6.1%	4.8%
<b>Bargaining Unit Wages</b>									
<b>Hourly Wage:</b>									
% \$10.00-\$11.99	14%	3%	0%	0%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	56%	63%	22%	18%	6%	0%	0%	0%	0%
% \$14.00-\$15.99	14%	16%	60%	62%	61%	19%	12%	1%	0%
% \$16.00-\$17.99 (2009 and later)	16%	18%	17%	21%	33%	81%	62%	68%	17%
% \$18.00-\$19.99							19%	13%	57%
% >=\$20							7%	18%	26%
<b>Median Wage (in 2011 dollars):</b>	\$15.74	\$15.65	\$16.05	\$15.81	\$16.42	\$16.75	\$17.69	\$18.05	\$18.69
<b>Avg. Annual Pay (in 2011 dollars):</b>	\$ 33,682	\$ 33,868	\$ 34,466	\$ 34,136	\$ 35,361	\$ 35,995	\$ 37,950	\$ 38,515	\$ 39,867
<b>Mean Hourly Wage Rate:</b>	\$16.19	\$16.28	\$16.57	\$16.41	\$17.00	\$17.31	\$18.25	\$18.52	\$19.17
<b>Hourly Wage + Benefits:</b>									
% \$12.00-\$13.99	8%	3%	0%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	19%	9%	0%	0%	0%	0%	0%	0%	0%
% \$16.00-\$17.99	45%	21%	10%	0%	0%	0%	0%	0%	0%
% \$18.00-\$19.99	10%	49%	53%	17%	6%	0%	0%	0%	0%
% \$20.00-\$21.99 (2009 and later)	17%	27%	37%	83%	94%	100%	1%	0%	0%
% \$22.00-\$23.99							18%	10%	0%
% \$24.00-\$25.99							34%	59%	12%
% >=\$26							26%	31%	88%
<b>Median Wage + Bens (in 2011 dollars):</b>	\$20.03	\$20.79	\$22.53	\$22.64	\$23.54	\$23.83	\$25.41	\$26.11	\$27.18
<b>Avg. Annual Pay + Benefits (in 2011 dollars):</b>	\$42,410	\$44,336	\$48,394	\$48,886	\$50,652	\$51,197	\$54,483	\$55,707	\$57,970
<b>Mean Hourly Wage + Benefit Rate:</b>	\$20.39	\$21.32	\$23.27	\$23.50	\$24.35	\$24.61	\$26.19	\$26.78	\$27.87

**Note:** All figures are adjusted for inflation using the Boston CPI-U and reported in 2011 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**

	<b>00/01</b>	<b>01/02</b>	<b>02/03</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<i>Custodians</i>	15.4%	7.8%	4.8%	7.3%	9%	4.4%	7.3%	5.8%	8.5%	5.6%
<i>Security, Museum, and Parking</i>	25.7%	24.4%	23.6%	26.7%	12.7%	12.5%	5.1%	35.7%	26.3%	7.7%
<i>Dining Services</i>	12.0%	13.6%	14.6%	10%	14.0%	9.3%	8.7%	9.1%	18.7%	5.1%

\*2000 to 2003 turnover rates were calculated from April to April of each year. 2004 and later, 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.

## Appendix B

**Table 5**  
**Demographics – Custodians**  
**2003 - present**

	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11
<b>Gender:</b>									
% Male	53.1%	53.5%	52.0%	53.4%	54.2%	53.6%	54.5%	52.6%	53.8%
% Female	46.9%	46.5%	48.0%	46.6%	45.8%	46.4%	45.5%	47.4%	46.3%
<b>Ethnicity:</b>									
% White	11.6%	12.1%	10.8%	10.4%	11.0%	10.6%	9.4%	7.1%	7.5%
% Black	33.0%	32.7%	33.0%	32.2%	31.8%	32.1%	30.9%	29.2%	26.9%
% Hispanic	53.7%	54.3%	55.1%	56.1%	56.3%	56.7%	59.1%	62.7%	55.6%
% Asian	1.7%	0.9%	1.1%	1.2%	0.9%	0.6%	0.6%	0.6%	0.9%
% Natv Amer	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Multiple Ethnicity								0.3%	9.1%
% Missing	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Age:</b>									
25th %ile	39	38	39	40	40	40	40	42	42
Median	46	46	46	47	47	47	47	49	49
75th %ile	55	55	54	55	55	56	56	58	57
<b>Service:</b>									
% < 1	4.5%	11.3%	4.0%	3.3%	3.9%	1.3%	7.6%	1.3%	8.1%
25th %ile	2.48	1.75	2.25	3.25	4.25	5.20	6.25	6.96	7.08
Median	3.85	2.67	3.00	3.71	4.25	5.20	6.25	7.25	8.25
75th %ile	13.29	7.54	7.25	8.37	8.79	9.90	10.00	10.17	10.83
<b>Residence:</b>									
% Cambridge	9.4%	10.1%	10.2%	11.6%	10.7%	10.3%	36.1%	9.1%	8.1%
% Boston	42.0%	39.6%	37.8%	39.4%	38.7%	38.3%	9.7%	37.3%	37.5%
% Somerville, Watertown*	17.3%	15.3%	13.6%	11.0%	11.0%	10.9%	11.2%	10.1%	10.9%
% Other Mass*	30.1%	34.4%	37.5%	37.0%	38.4%	39.6%	42.1%	43.2%	42.8%
% None of the Above	1.1%	0.6%	0.9%	0.9%	1.2%	0.9%	0.9%	0.3%	0.6%

\*Jan 2005 and later

## Appendix B

**Table 6  
Demographics – Security Guards, Museum Guards and Parking Attendants  
2003 - present**

	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11
<b>Gender:</b>									
% Male	78.1%	72.3%	75.3%	76.4%	77.5%	82.7%	78.6%	77.2%	79.2%
% Female	21.9%	27.7%	24.7%	23.6%	22.5%	17.3%	21.4%	22.8%	20.8%
<b>Ethnicity:</b>									
% White	69.8%	72.3%	72.9%	71.9%	68.8%	70.7%	61.4%	63.2%	60.4%
% Black	22.9%	18.1%	18.8%	20.2%	21.3%	17.3%	24.3%	26.3%	26.4%
% Hispanic	3.1%	3.6%	3.5%	2.2%	3.8%	2.7%	5.7%	3.5%	5.7%
% Asian	3.1%	3.6%	3.5%	4.5%	5.0%	6.7%	7.1%	7.0%	7.5%
% Natv Amer	0.0%	0.0%	1.2%	1.1%	1.3%	1.3%	0.0%	0.0%	0.0%
% Multiple Ethnicity								0.0%	0.0%
% Missing	1.0%	2.4%	0.0%	0.0%	0.0%	1.3%	1.4%	0.0%	0.0%
<b>Age:</b>									
25th %ile	34	31	30	32	35	34	37	42	42
Median	47	45	46	49	51	51	51	54	54
75th %ile	59	58	58	59	60	60	60	62	63
<b>Service:</b>									
% < 1	13.5%	15.7%	20.0%	18.0%	7.5%	10.7%	24.3%	1.8%	1.9%
25th %ile	1.71	1.75	1.33	1.40	2.25	2.85	1.58	3.25	4.17
Median	4.22	2.50	2.75	3.25	4.25	5.20	4.96	6.42	8.25
75th %ile	12.90	4.67	4.92	5.58	6.33	7.00	7.60	9.25	10.58
<b>Residence:</b>									
% Cambridge	19.8%	20.5%	16.5%	13.5%	17.5%	14.7%	20.0%	15.8%	17.0%
% Boston	22.9%	22.9%	25.9%	25.8%	26.3%	21.3%	17.1%	15.8%	15.1%
% Somerville, Watertown*	16.7%	18.1%	15.3%	18.0%	20.0%	20.0%	17.1%	21.1%	17.0%
% Other Mass*	38.5%	34.9%	38.8%	41.6%	35.0%	41.3%	45.7%	45.6%	50.9%
% None of the Above	2.1%	3.6%	3.5%	1.1%	1.3%	2.7%	0.0%	1.8%	0.0%

\*Jan 2005 and later

## Appendix B

**Table 7**  
**Demographics – Dining Services**  
**2003 – present**

	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11
<b>Gender:</b>									
% Male	59.4%	59.4%	58.7%	58.3%	59.5%	58.1%	57.3%	56.4%	56.3%
% Female	40.6%	40.6%	41.3%	41.7%	40.5%	41.9%	42.7%	43.6%	43.8%
<b>Ethnicity:</b>									
% White	54.5%	58.4%	57.0%	57.2%	56.5%	56.2%	55.1%	53.7%	50.4%
% Black	21.2%	19.9%	19.6%	19.8%	19.2%	19.0%	18.4%	19.6%	18.8%
% Hispanic	16.2%	15.1%	15.7%	15.4%	16.2%	16.5%	17.3%	17.4%	14.5%
% Asian	6.5%	6.6%	7.5%	7.4%	7.6%	7.5%	8.1%	7.3%	7.8%
% Natv Amer	0.2%	0.0%	0.2%	0.2%	0.2%	0.4%	0.8%	0.8%	0.6%
% Multiple Ethnicity								0.8%	7.6%
% Missing	1.4%	0.0%	0.0%	0.0%	0.2%	0.4%	0.4%	0.4%	0.4%
<b>Age:</b>									
25th %ile	33	33	34	34	36	33	34	35	35
Median	43	44	43	44	45	45	46	47	47
75th %ile	50	51	51	52	53	53	54	54	55
<b>Service:</b>									
% < 1	4.8%	10.2%	8.1%	7.2%	8.0%	7.1%	6.2%	7.9%	4.9%
25th %ile	2.16	1.98	2.25	3.25	3.90	4.20	4.75	4.92	4.75
Median	4.91	5.58	5.33	6.25	7.17	7.30	8.08	8.25	8.66
75th %ile	12.16	13.81	13.04	13.77	15.06	14.50	15.17	14.25	14.33
<b>Residence:</b>									
% Cambridge	15.1%	15.1%	14.6%	15.7%	13.9%	13.7%	20.9%	14.1%	13.1%
% Boston	27.7%	23.3%	22.3%	21.5%	21.3%	18.7%	12.4%	19.4%	19.3%
% Somerville, Watertown*	30.5%	29.9%	25.7%	23.7%	23.6%	23.7%	20.5%	22.6%	20.1%
% Other Mass*	25.1%	31.1%	35.7%	37.2%	39.5%	41.7%	44.9%	43.4%	46.9%
% None of the Above	1.6%	0.6%	1.7%	2.0%	1.7%	2.3%	1.3%	0.6%	0.6%

\*Jan 2005 and later



## 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.

Reprinted from the Harvard University web site <http://atwork.harvard.edu/k-main.html>