

**OFFICE OF HUMAN RESOURCES
ANNUAL REPORT ON THE STATUS OF SERVICE EMPLOYEES
FISCAL YEAR 2007**

I. Introduction

Fiscal year 2007 marked the fifth 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 2007, 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 2008, the University will continue to address any areas of implementation of the WBPP where the need for further refinement remains.

Highlights of FY 2007

- In fiscal year 2007 the University, as part of its ongoing efforts to collect more accurate data on employees of service vendors, improved its survey methods by requiring vendors to supply employee rosters complete with relevant human resources data to the University.
- In fiscal year 2007 the University strengthened its auditing efforts by selecting an external auditing firm. This firm conducted audits of all WBPP covered vendors to ensure proper compliance with the University's policy.
- In June 2007, AlliedBarton employees at Harvard University ratified their first collective bargaining agreement between SEIU, Local 615 and AlliedBarton.

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 21 vendors covered by the WBPP (15 custodial, 3 dining, and 3 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, which was established by the University in 2002, and 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. The University, in March of 2007, initiated a process to ensure that vendor's plans previously deemed comparable continue to be so by facilitating periodic reviews of vendor sponsored health and dental 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: Labor Relations 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 November 2006 and continues to improve the vendor survey to provide greater analysis and tools for enhanced auditing for compliance. In fiscal year 2007 vendors were asked to fill out a vendor data template and submit this information to OLR. This data represents the most complete data on employees of vendors since the WBPP's implementation.

- As of March 2007 there were 978 employees of vendors working on Harvard's campuses (425 custodial, 285 security/parking, and 268 dining).
- As of March 2007, 837 employees were represented by a union (85.6%). In October 2007 100 more employees will be covered by a union as a result of Service Workers United successfully organizing Sodexo dining employees to bring the total to 96%
- The average age of vendor employees is 41 years old.
- Ethnicity of vendor employee is as follows:
 - Hispanic/Portuguese: 52%
 - Black/Haitian: 22%
 - White: 21%
 - Other: 5%
- As of March 2007 approximately 70% of vendor employees worked a full time (40 hours per week) schedule, (58.8% custodial, 74.7% security/parking, and 81.3% dining)

C. Auditing RFP: An external auditing firm was selected for fiscal year 2007 to comprehensively audit all WBPP vendors. The objective is to assess and ensure compliance through annual audits of each vendor by an outside auditor. These audits assisted the University in gaining a fuller understanding of training needs, facilitate compliance, and inform future vendor selection decisions. The selected auditor reviewed all vendors in a one-year cycle 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:

According to the March 2007 survey, 73% of vendor employees participate in their employer sponsored health plans (90% custodial, 60% security/parking, and 55% dining) Approximately 88% of Harvard directly hired custodians participate in health plans, compared to 90% in 2006, 82% in 2005, and 77% in 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 has increased to over 81% in 2007 compared to 78.7% in 2006. Health participation rates for employees represented by Harvard University Security, Parking and Museum Guards Union (HUSPMGU) have also increased from 73% in 2006 to 83% in 2007.

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 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 57% in September 2007 an increase of 5% over July 2006. As of September 2007, the total breakdown of directly hired custodians' weekly scheduled hours was as follows:

- 57% at 40 hours per week
- 18% between 30-39 hours per week
- 23% 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 March 2007, OLR collected data on full-time employment as part of its Vendor Survey and found that 58.8% of its vendor custodians work 40 hours per week, an increase of over 3% compared to the previous year (55% in 2006). 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 2007 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 FY2007 the University continued to maintain copies of all of the University's collective bargaining agreements. They are available at <http://www.laborrelations.harvard.edu/>.

- a. In June 2007 Service Employees International Union (SEIU) Local 615 and AlliedBarton agreed to a new four year collective bargaining agreement covering AlliedBarton security guards working on campus. This multi-year contract provides wages that are higher than WBPP rates according to the HUSPMGU contract and maintains the highest standards of training and services for the Harvard community.

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 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.

As the Bridge Program completes its eighth year, it 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 School's Institute for English Language Programs (IEL) and the Bridge Adult Diploma Program (ADP). In addition, the Bridge Program 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, College Preparation, MCAS Math, TOEFL, Business Writing and Office Skills.

The Bridge also offers three levels of computer instruction and U.S. Citizenship preparation classes. There are currently 130 students enrolled in fall 2007 computer courses. Introduction, intermediate, and Advanced Computer courses are designed for participants to learn basic skills as well as accommodate skills needs of more advanced computer users.

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 high school diplomas. In addition, the Bridge continues to collaborate with various university-wide unions, such as 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 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 Relations.

C. Training for Harvard Vendors: In May 2007, the Office of Labor Relations and Procurement Management, in conjunction with a representative from the University's selected auditing firm conducted a training session for WBBP covered vendors. Representatives from custodial, dining and security/parking services providers that attended the session were provided an overview of the WBBP policy and its obligations. Additionally, vendors were given guidance and feedback regarding compliance as well as an overview of auditing procedures as required under the WBPP. The goal of the training session was to increase the vendors' understanding of the University's policies, to ensure continued compliance, and facilitate future audits.

IV. Communication

A. Labor Relations @ Harvard website: In fiscal year 2007 OLR and OHR's Communication departments migrated the contents of www.serviceemployees.harvard.edu website over to a new external website: <http://www.laborrelations.harvard.edu>. The new website not only shares the University's progress in implementing 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 www.hcecp.harvard.edu.

B. Intranet Labor Portal: In FY08 OLR will continue to 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. 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 Ombudsperson 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.

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
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 2 wage rates)

<i>Classification</i>	<i>Year 2 6/17/07</i>			<i>Year 2 12/16/07</i>		
Classification	Start	After 1 year	After 2 years	Start	After 1 year	After 2 years
Assistant Cook	15.47	16.51	17.21	15.88	16.92	17.62
Butcher	16.71	17.91	18.78	17.12	18.32	19.19
Checker	14.29	15.23	15.79	14.70	15.64	16.20
Floor Supervisor	13.87	14.51	14.72	14.28	14.92	15.13
General Cook	16.45	17.61	18.46	16.86	18.02	18.87
General Service Employee	14.15	15.08	15.65	14.56	15.49	16.06
Grill Cook	13.87	14.51	14.72	14.28	14.92	15.13
Kitchen Utility Worker	13.50	14.11	14.30	13.91	14.52	14.71
Kitchenperson/Chef's Helper/Potwasher/Laundryperson Comb.	14.35	15.30	15.87	14.76	15.71	16.28
Lead-Dining Room Service	15.10	16.11	16.73	15.51	16.52	17.14
Pantry Steward	16.45	17.61	18.46	16.86	18.02	18.87
Saladperson-Pantry Comb.	14.40	15.35	15.92	14.81	15.76	16.33
Sales Attendant	13.65	14.27	14.47	14.06	14.68	14.88
Second Cook	17.38	18.70	19.60	17.79	19.11	20.01
Short Order Cook-Counter Comb.	15.47	16.51	17.21	15.88	16.92	17.62
Storekeeper	14.35	15.30	15.87	14.76	15.71	16.28
Truck Driver/Storeroom Comb.	16.68	17.89	18.76	17.09	18.30	19.17
Truck Operator - Electric	14.72	15.71	16.30	15.13	16.12	16.71
<i>Additional Faculty Club Rates</i>						
Host/Hostess	16.92	18.16	19.04	17.33	18.57	19.45
Assistant Second Cook	16.92	18.16	19.04	17.33	18.57	19.45
Kitchenperson-Pantry Comb.	14.71	15.69	16.29	15.12	16.10	16.70
Pantryperson	14.32	15.26	15.82	14.73	15.67	16.23
General Service/Wait	14.15	15.08	15.65	14.56	15.49	16.06

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	1/05	1/06	1/07
Total Count:	341	349	352	363	352	335	336
Time Status							
Percent working Part-Time (≤ 20 hours/week):*	56.6%	55.6%	44.0%	35.3%	33.8%	27.5%	25.0%
Bargaining Unit Wages							
Hourly Wage:							
% < \$8.00/hour	0%	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	81%	82%	0%	0%	0%	0%	0%
% \$10.00-\$11.99	5%	13%	36%	0%	0%	0%	0%
% \$12.00-\$13.99	14%	4%	61%	85%	84%	10%	0%
% \$14.00-\$15.99	0%	0%	3%	15%	16%	90%	90%
% \geq \$16.00	0%	0%	0%	0%	0%	0%	10%
Median Wage (in 2007 dollars)	\$12.07	\$11.23	\$13.31	\$13.44	\$13.81	\$14.25	\$15.00
Avg. Annual Pay (in 2007 dollars):	\$26,151.80	\$24,256.11	\$28,175.26	\$28,452.00	\$29,184.44	\$29,935.67	\$31,532.80
Mean Hourly Wage Rate:	\$12.57	\$11.66	\$13.55	\$13.68	\$14.03	\$14.39	\$15.16
Hourly Wage + Benefits:							
% < \$8.00/hour	0%	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	0%	0%	0%	0%	0%	0%	0%
% \$10.00-\$11.99	57%	56%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	25%	28%	44%	34%	0%	0%	0%
% \$14.00-\$15.99	5%	14%	40%	1%	0%	0%	0%
% \$16.00-\$17.99	14%	3%	13%	50%	0%	0%	0%
% \$18.00-\$19.99	0%	0%	3%	14%	84%	10%	0%
% \geq \$20.00	0%	0%	0%	1%	16%	90%	100%
Median Wage + Bens (in 2007 dollars):	\$13.31	\$12.23	\$16.96	\$18.20	\$19.38	\$20.41	\$21.50
Avg. Annual Pay + Benefits (in 2007 dollars):	\$31,266.90	\$28,948.92	\$33,493.00	\$36,728.13	\$40,981.94	\$42,871.09	\$45,177.60
Mean Hourly Wage + Benefit Rate:	\$15.03	\$13.92	\$16.10	\$17.66	\$19.70	\$20.61	\$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.

* 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	1/05	1/06	1/07
Total Count:	90	90	93	87	85	90	79
Time Status							
Percent working Part-Time (≤ 20 hours/week):*	37.8%	36.7%	28.0%	23.0%	30.6%	30.0%	29.1%
Bargaining Unit Wages							
Hourly Wage:							
% < \$8.00/hour	0%	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	52%	58%	0%	0%	0%	0%	0%
% \$10.00-\$11.99	4%	30%	58%	62%	0%	0%	0%
% \$12.00-\$13.99	43%	12%	39%	31%	89%	81%	73%
% \$14.00-\$15.99	0%	0%	3%	7%	11%	18%	24%
% \geq \$16.00	0%	0%	0%	0%	0%	1%	3%
Median Wage (in 2007 dollars):	\$12.13	\$11.26	\$12.81	\$12.64	\$12.82	\$12.59	\$13.00
Avg. Annual Pay (in 2007 dollars):	\$27,244.41	\$24,788.58	\$27,852.20	\$27,713.86	\$27,880.98	\$27,289.30	\$28,225.60
Mean Hourly Wage Rate:	\$13.10	\$11.92	\$13.39	\$13.32	\$13.40	\$13.12	\$13.57
Hourly Wage + Benefits:							
% < \$8.00/hour	0%	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	23%	24%	0%	0%	0%	0%	0%
% \$10.00-\$11.99	24%	32%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	8%	4%	28%	23%	0%	0%	0%
% \$14.00-\$15.99	1%	27%	35%	44%	0%	0%	0%
% \$16.00-\$17.99	43%	12%	33%	15%	75%	70%	0%
% \$18.00-\$19.99	0%	0%	3%	17%	18%	10%	73%
% \geq \$20.00	0%	0%	0%	1%	7%	20%	27%
Median Wage + Bens (in 2007 dollars):	\$15.08	\$13.65	\$16.23	\$16.81	\$18.00	\$18.04	\$18.63
Avg. Annual Pay + Benefits (in 2007 dollars):	\$33,812.95	\$30,713.62	\$34,197.98	\$35,318.95	\$39,126.16	\$39,081.50	\$40,456.00
Mean Hourly Wage + Benefit Rate:	\$16.26	\$14.77	\$16.44	\$16.98	\$18.81	\$18.79	\$19.45

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*	1/05	1/06	1/07
Total Count:	455	491	502	485	479	460	456
Time Status							
Percent working Part-Time (<20 hours/week):	7.3%	10.8%	12.9%	19.0%	18.4%	19.7%	19.9%
Bargaining Unit Wages							
Hourly Wage:							
% < \$8.00/hour	0%	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	12%	10%	0%	0%	0%	0%	0%
% \$10.00-\$11.99	14%	23%	14%	3%	0%	0%	0%
% \$12.00-\$13.99	53%	49%	56%	63%	22%	18%	6%
% \$14.00-\$15.99	17%	14%	14%	16%	60%	62%	61%
% >= \$16.00	5%	4%	16%	18%	17%	21%	33%
Median Wage (in 2007 dollars):	\$15.54	\$14.52	\$14.73	\$14.65	\$15.02	\$14.80	\$15.37
Avg. Annual Pay (in 2007 dollars):	\$32,458.13	\$30,487.02	\$31,521.21	\$31,695.35	\$32,255.33	\$31,946.90	\$33,092.80
Mean Hourly Wage Rate:	\$15.60	\$14.66	\$15.15	\$15.24	\$15.51	\$15.36	\$15.91
Hourly Wage + Benefits:							
% < \$8.00/hour	0%	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	0%	1%	0%	0%	0%	0%	0%
% \$10.00-\$11.99	7%	10%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	12%	11%	8%	3%	0%	0%	0%
% \$14.00-\$15.99	14%	15%	19%	9%	0%	0%	0%
% \$16.00-\$17.99	42%	41%	45%	21%	10%	0%	0%
% \$18.00-\$19.99	9%	15%	10%	49%	53%	17%	6%
% >= \$20.00	16%	7%	17%	27%	37%	83%	94%
Median Wage + Bens (in 2007 dollars):	\$20.38	\$19.03	\$18.75	\$19.45	\$21.08	\$21.19	\$22.03
Avg. Annual Pay + Benefits (in 2007 dollars):	\$42,082.87	\$39,312.05	\$39,689.96	\$41,492.50	\$45,290.02	\$45,750.34	\$47,403.20
Mean Hourly Wage + Benefit Rate:	\$20.23	\$18.90	\$19.08	\$19.95	\$21.77	\$22.00	\$22.79

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	2004	2005	2006
<i>Custodians</i>	15.4%	7.8%	4.8%	7.3%	9%	4.8%
<i>Security, Museum, and Parking</i>	25.7%	24.4%	23.6%	26.6%	12.7%	12.5%
<i>Dining Services</i>	12.0%	13.6%	14.6%	10%	14.2%	10%

*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
2000 - present

	3/00	3/01	4/03	4/04	1/05	1/06	1/07
Gender:							
% Male	58.4%	55.9%	53.1%	53.5%	52.0%	53.4%	54.2%
% Female	41.6%	44.1%	46.9%	46.5%	48.0%	46.6%	45.8%
Ethnicity:							
% White	13.2%	12.0%	11.6%	12.1%	10.8%	10.4%	11.0%
% Black	37.2%	36.1%	33.0%	32.7%	33.0%	32.2%	31.8%
% Hispanic	47.5%	49.9%	53.7%	54.3%	55.1%	56.1%	56.3%
% Asian	2.1%	2.0%	1.7%	0.9%	1.1%	1.2%	0.9%
% Natv Amer	0.0%	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%	0.0%
Age:							
25th %ile	36.64	37.48	38.90	38.00	39.00	39.75	0.40
Median	44.19	45.57	46.04	46.00	46.00	47.00	47.00
75th %ile	52.93	53.88	54.57	55.00	54.00	55.25	55.00
Service:							
% < 1	28.2%	20.6%	4.5%	11.3%	4.0%	3.3%	3.9%
25th %ile	0.80	1.15	2.48	1.75	2.25	3.25	4.25
Median	5.70	3.59	3.85	2.67	3.00	3.71	4.25
75th %ile	12.13	12.05	13.29	7.54	7.25	8.37	8.79
Residence:							
% Cambridge	13.8%	12.6%	9.4%	10.1%	10.2%	11.6%	10.7%
% Boston	41.9%	42.4%	42.0%	39.6%	37.8%	39.4%	38.7%
% Somerville, Watertown*	20.2%	17.5%	17.3%	15.3%	13.6%	11.0%	11.0%
% 5 County*	22.6%	25.8%	30.1%	34.4%	37.5%	37.0%	38.4%
% None of the Above	1.5%	1.7%	1.1%	0.6%	0.9%	0.9%	1.2%

*Jan 2005 and later

Appendix B

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

	3/00	3/01	4/03	4/04	1/05	1/06	1/07
Gender:							
% Male	78.9%	77.8%	78.1%	72.3%	75.3%	76.4%	77.5%
% Female	21.1%	22.2%	21.9%	27.7%	24.7%	23.6%	22.5%
Ethnicity:							
% White	83.3%	78.9%	69.8%	72.3%	72.9%	71.9%	68.8%
% Black	13.3%	14.4%	22.9%	18.1%	18.8%	20.2%	21.3%
% Hispanic	2.2%	3.3%	3.1%	3.6%	3.5%	2.2%	3.8%
% Asian	1.1%	3.3%	3.1%	3.6%	3.5%	4.5%	5.0%
% Natv Amer	0.0%	0.0%	0.0%	0.0%	1.2%	1.1%	1.3%
% Missing	0.0%	0.0%	1.0%	2.4%	0.0%	0.0%	0.0%
Age:							
25th %ile	33.48	28.71	34.50	30.50	29.75	32.00	0.35
Median	42.53	43.15	47.15	45.00	45.50	48.50	51.00
75th %ile	54.86	55.12	58.96	58.00	58.00	59.00	60.00
Service:							
% < 1	26.7%	26.7%	13.5%	15.7%	20.0%	18.0%	7.5%
25th %ile	0.56	0.95	1.71	1.75	1.33	1.40	2.25
Median	7.18	3.85	4.22	2.50	2.75	3.25	4.25
75th %ile	11.09	11.18	12.90	4.67	4.92	5.58	6.33
Residence:							
% Cambridge	17.8%	20.0%	19.8%	20.5%	16.5%	13.5%	17.5%
% Boston	26.7%	26.7%	22.9%	22.9%	25.9%	25.8%	26.3%
% Somerville, Watertown*	23.3%	21.1%	16.7%	18.1%	15.3%	18.0%	20.0%
% 5 County*	26.7%	28.9%	38.5%	34.9%	38.8%	41.6%	35.0%
% None of the Above	5.6%	3.3%	2.1%	3.6%	3.5%	1.1%	1.3%

*Jan 2005 and later

Appendix B

Table 7
Demographics – Dining Services
2000 – present

	3/00	3/01	4/03	4/04	1/05	1/06	1/07
Gender:							
% Male	56.9%	58.5%	59.4%	59.4%	58.7%	58.3%	59.5%
% Female	43.1%	41.5%	40.6%	40.6%	41.3%	41.7%	40.5%
Ethnicity:							
% White	61.5%	56.8%	54.5%	58.4%	57.0%	57.2%	56.5%
% Black	18.2%	20.6%	21.2%	19.9%	19.6%	19.8%	19.2%
% Hispanic	14.5%	16.3%	16.2%	15.1%	15.7%	15.4%	16.2%
% Asian	5.7%	6.1%	6.5%	6.6%	7.5%	7.4%	7.6%
% Natv Amer	0.0%	0.2%	0.2%	0.0%	0.2%	0.2%	0.2%
% Missing	0.0%	0.0%	1.4%	0.0%	0.0%	0.0%	0.2%
Age:							
25th %ile	31.55	31.62	32.67	33.00	34.00	34.00	0.36
Median	41.25	41.75	42.68	44.00	43.00	44.00	45.00
75th %ile	51.60	51.42	50.50	51.00	51.00	52.00	53.00
Service:							
% < 1	20.7%	20.4%	4.8%	10.2%	8.1%	7.2%	8.0%
25th %ile	1.38	1.34	2.16	1.98	2.25	3.25	3.90
Median	5.47	4.81	4.91	5.58	5.33	6.25	7.17
75th %ile	11.52	11.62	12.16	13.81	13.04	13.77	15.06
Residence:							
% Cambridge	17.6%	17.3%	15.1%	15.1%	14.6%	15.7%	13.9%
% Boston	23.3%	26.5%	27.7%	23.3%	22.3%	21.5%	21.3%
% Somerville, Watertown*	32.1%	29.3%	30.5%	29.9%	25.7%	23.7%	23.6%
% 5 County*	23.5%	23.4%	25.1%	31.1%	35.7%	37.2%	39.5%
% None of the Above	3.5%	3.5%	1.6%	0.6%	1.7%	2.0%	1.7%

*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>