

**OFFICE OF HUMAN RESOURCES
ANNUAL REPORT ON THE STATUS OF SERVICE EMPLOYEES
JULY 2004**

I. Introduction

Fiscal year 2004 marked the second full year of the University's implementation of the Wage and Benefit Parity Policy (WBPP) as recommended by the Harvard Committee on Employment and Contracting Policies. This bold and progressive policy requires that the University strive to ensure that contracted custodial, retail dining and security service workers at Harvard receive total compensation comparable to that offered to corresponding University employees. Programs to implement most major aspects of this ambitious policy are now established and running effectively and the University has worked closely with on-campus vendors as well as University contract managers in the effort to achieve compliance with the WBPP. As with any significant initiative, the need for further refinement in some areas of implementation remains, which the University will continue to address in the coming fiscal year 2005.

This report summarizes the University's efforts during fiscal year 2004, both to implement the WBPP and, more generally, to address issues related to service employees on the Harvard campus with particular emphasis on custodial, dining and security service workers. 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 and, ultimately, for all University employees.

Highlights of FY 2004

- There was an increase in participation in health care plans by eligible University service workers resulting both from outreach and educational efforts on the part of the University, as well as the successful institution of an additional union-offered health plan for custodial workers.
- The Bridge to Learning and Literacy Program expanded, reaching nearly 491 students per semester and including more offerings to on-campus contract employees, and increased training and development opportunities for on-campus service workers.
- The Office of Multilingual Outreach offered both workshops and one-on-one sessions to assist service employees in understanding health and other benefit programs available to them.
- The University's commitment to the collective bargaining process resulted in fruitful negotiations between the University and the

Harvard University Security, Parking and Museum Guards Union (HUSPMGU) and a new three-year contract for security service workers.

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 22 vendors covered by the WBPP. The Office of Labor and Employee Relations (LER) 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. In addition, LER will continue to strengthen coordinated efforts with all University departments involved to more closely administer the WBPP.

In 2002 the University established a Master Services Contract applicable to all vendors covered by the WBPP. The Master Services Contract sets forth the requirements for affected vendors and requires them to certify their compliance with the requirements of the WBPP. All of the vendors covered by the WBPP have signed the contract, which is administered and maintained by PMD. 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.

In November 2003, LER staff met with school, department and vendor representatives to address any outstanding WBPP issues or questions as well as to address compliance by vendors. The training, presented by LER in conjunction with PMD and Risk Management and Audit Services (RMAS), reviewed applicability and requirements of the WPBB, health/ dental and pension benefit cost information as well as “Frequently Asked Questions” relating to the Policy. In addition, LER outlined the process by which vendors may establish comparable health and pension plans for compliance purposes. The training was well attended by over 40 University contract managers and vendors and will be repeated in FY 05.

In May 2004, Risk Management and Audit Services (RMAS) conducted its second audit of randomly selected vendors representative of the three affected service groups in an effort to monitor and ensure compliance with the WBPP. Specifically, RMAS audited the vendors to determine whether:

- 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

RMAAS found that a degree of confusion persists among vendors with respect to the payment of parity wages as provided in the University's collective bargaining agreements such as appropriate seniority thresholds for pay rates under the respective contract wage schedules and contractual provisions relating to overtime pay. In addition, compliance with the comparable benefits requirement – most notably pension – remains problematic. Vendors did appear, however, to satisfy the paid time off provisions of the WBPP.

The auditing process identified key areas that need improvement in order to strengthen Harvard's compliance efforts:

- Communication with University contract managers and vendors should continue to be expanded and improved to clarify the requirements of the WBPP and the mechanics of compliance. Over the past year, the University distributed materials and held informational meetings with these parties and these efforts will continue and be enhanced in the upcoming year.
- Enforcement mechanisms and sanctions should be further developed and clarified in the event of non-compliance by vendors – both at the department and vendor level.

B. Benefits Participation of Directly Employed Service Employees: As a result of outreach and education efforts by the University, overall participation in health care plans increased from 71% to 75% among eligible service employees between April 2003 and April 2004. This increase reflected participation in the University-offered health care benefit plans by workers in all three service groups, as well as enrollment in the comparable SEIU-offered Boston Buildings Service Employees Trust Fund health care plan that is offered to custodial employees at the University.

C. Benefits Participation of Contract Employees: As of April 2004, 16 out of 22 service vendors (73%) covered by the Wage and Benefit Parity Policy offered health plans comparable to Harvard's plans. This represents an increase of 13.6% from 2003, with the addition of three major vendor health plans that were reviewed by the University and deemed to be comparable to the University-offered plans. The LER is surveying all the vendors in summer 2004 to learn more about the number of contract employees who actually enroll in these plans. With respect to pension, the University has contracted with outside counsel to determine the viability of the three major vendor pension plans – specifically the SEIU, Allied Security and Sodexho Marriot plans – with the goal of ensuring that employees have comparable plans in

which to participate. In instances where a vendor does not offer a comparable plan, the Policy requires those vendors to pay additional wages in lieu of benefits. The University continues to conduct health and pension plan comparability reviews and to work with vendors to establish comparable benefit plans to facilitate further vendor compliance with the WPBB.

D. Conversion of Custodial Employees to 40 hours per week: The University is more than halfway to satisfying the contractual goal of 60% full-time employment among University custodians (defined as 40 hours/week) established by the Harvard University and SEIU collective bargaining agreement. As compared to March of 2002, the overall percentage of 40 hour/week custodians has increased from 32% in 2002 to 46% in 2004. The rate of conversion is actually exceeding the overall attrition rate despite the fact that the contractual goal is based solely on attrition. As of March 2004, the total breakdown of custodians' weekly scheduled hours were as follows:

- 46% at 40 hours per week
- 18% between 30-39 hours per week
- 3% between 21-29 hours per week
- 33% 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 February and April of 2004, the University established a reporting process requiring contract vendors to provide data on their full-time workforce and to submit their plan for future conversion of part-time to full-time work on a quarterly basis to the Office of Labor and Employee Relations.

E. Wages: As provided for in their respective collective bargaining agreements, wages increased during FY 04 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 (HEREIU), Local 26, and Harvard University Security Parking and Museum Guards Union (HUSPMGU). In FY 04, average wages for custodial employees increased by 4.25%; average wages for dining service employees increased by 3.7%; and security service employees received an across-the-board wage increase of 3.5% under a new successor collective bargaining agreement effective July 1, 2003.

(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.)

F. Collective Bargaining: Harvard University and the Harvard University Security, Parking and Museum Guards Union (HUSPMGU) reached an agreement for a successor contract effective July 1, 2003 – June 30, 2006. The three-year agreement includes salary increases of 3.5% on 7/1/03, 2.75% on 7/1/04 and 2.5% on 07/01/05 – bringing the entry-level wage up to \$12.37 in the final year. The University also increased the replacement pay available for the short term disability benefit from 70% to 100% for employees with more than seven years of regular University service, and agreed that employees with service in excess of one year regularly scheduled to work 1 ½ hours or more per week will be eligible to take two Harvard courses per semester under the University’s Tuition Assistance Program. In addition, the University agreed to increase vacation accruals for longer service employees.

III. Training and Development

A. Harvard Bridge to Learning and Literacy: In 1999, Harvard University’s Office of Human Resources (OHR), under the direction of the Vice President for Administration, instituted a worker education pilot program for service sector employees. In response to the success of this program, the Harvard Bridge to Learning and Literacy Program was formally launched in September 2000. The Program has a two-fold mission: to help employees perform their current jobs more efficiently and to learn the necessary skills to advance.

Now in its fourth full year, the program has grown significantly, from 38 participants in the pilot to a current enrollment of 491 students in spring 2004. Since the pilot program, the staff has grown to a team of eight full-time employees, fourteen part-time instructors, and more than 65 volunteer tutors and teaching assistants. Initially, courses were offered only to Harvard service employees; in 2001, however, the program was extended to employees of on-campus service vendors. The program expands to include additional contractor units each semester; both full- and part-time employees participate.

Since the pilot, the Bridge Program has expanded the literacy curriculum to include four levels of basic skills courses. These courses were designed 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) or in the Bridge’s Pre-GED and GED classes. In less than five full years, the Bridge Program has demonstrated significant success as measured by the academic progress of its students. 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 pass their GED examinations. For example, 111 students advanced at least one level of instruction after two semesters between Fall 02 and Fall 03, and 37 students

advanced after one semester between Fall 03 and Spring 04. Much of the Bridge Program's success results from the support of supervisors and managers as well as the efforts of the Bridge team to address effectively the educational needs of the students balanced with the operational needs of the departments involved.

B. Training for Harvard Managers: CTD offers a three-session program for managers and supervisors to attend within their first three months of employment. The three-session program includes an overview of Harvard values, key employment laws and policies, and how to manage in a union environment. The latter includes specific information for each union at Harvard. This program was held five times over the course of FY 04 reaching over 90 Harvard managers and supervisors.

CTD also offers a Leadership Development Program for managers in six one-day sessions held over the course of a year that address communication, performance management, staff development, mediation/problem solving and valuing diversity. The program also includes a "360° assessment" and analysis of each participating manager. In FY 04, 68 Harvard managers participated in this program.

In addition, in FY 04 CTD developed a variety of short workshops designed to provide managers and supervisors with opportunities to increase awareness and advance skill development in topics critical to managing successfully in the Harvard environment. There are currently twelve offered workshops, including *Managing Change*, *Thriving During Change*, *Delegation and Feedback*, *Performance Management*, and *Team Leadership*. The workshops are conducted by CTD staff and are delivered on-site at participating departments.

IV. Communication

A. Multilingual Communication: During FY 04, the Office of Multilingual Outreach in OHR continued to offer personal assistance to service employees within central administration and in other parts of the University to aid them in understanding employment information presented in English. This assistance included translating and explaining forms, safety instructions, layoff policies and severance benefits. In addition, the Office focused on the development of new and better training presentations to explain University benefits. In the fall of 2003, to prepare employees for choosing benefits during the Open Enrollment period, the Office sponsored 24 on-site information sessions where Spanish, Haitian Creole and Brazilian Portuguese interpreters assisted employees through group and one-on-one sessions. In all, over 400 employees took advantage of these informational services, representing an increase of 27.2% over last year's participation.

In addition, in May 2004 the Office, in collaboration with the Bridge to Learning and Literacy Program and the Benefits Services Group, piloted a program to assist employees in understanding their health plans. Eighty-four service employees attended 8 sessions over the course of 2 days.

Some of the Office's key findings for this year include the following:

- While more service workers have Harvard health coverage than did two years ago, understanding health plans and related health care delivery still remains an important issue. For example, a significant number of employees in the service groups come from countries where medicine is socialized and/or the local clinic is the only available resource. Thus, they have difficulty understanding the concept of HMOs and they tend to seek medical care at Emergency Rooms.
- There is still a significant need to increase cultural awareness on the part of employees and managers.
- A survey administered after the health plan information sessions indicated a need among service employees for more information regarding life insurance, pension and other retirement savings plans (TDAs). Information relating to retirement savings plans are of special interest to part-time employees who are not eligible for the University's pension plan.

B. Building Stronger Relationships between the University and SEIU

Local 615: The Joint Labor Management Committee formed by the University and the SEIU during the parties' 2002 contract negotiations has continued to meet on a regular basis. The Committee has addressed various issues including conversion from part-time to full-time employment, guidelines on the role of seniority, vacation advances and access to the Harvard University Employees Credit Union. Composed of Union members and representatives as well as custodial managers, HR directors and LER staff, the Joint Committee has continued to foster effective communication and to promote a positive relationship between the parties.

Similarly, the University and HUSPMGU representatives plan to institute a Joint Labor Management Committee to address labor/management issues concerning security employees.

V. Workplace Values

A. University Values: The Center for Training and Development (CTD) continues to offer a program for new supervisors that includes a half-day

“Orientation to Harvard Values” as reflected in the Harvard University Statement of Values (set forth in Appendix C). The program was offered four times to over 90 Harvard managers and supervisors in FY 04. A similar overview of Harvard values will continue to be offered during the year to supervisors working for service contractors on campus, as well as Harvard employees who manage those contracts. Over 60 such supervisors and managers have attended the three trainings that have been held to date.

B. University Ombuds Office: The University Ombuds Office, established in February 2003, continues to assist staff in resolving workplace issues, identifying options and strategies and providing appropriate referrals. The confidential University Ombuds 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 Ombuds Council that was established in October 2002 to exchange views with those serving local ombuds-related roles, thus strengthening such activities across the University.

VI. Measurement

A. Central Archive of Grievance Data: A central grievance database was established by the Office of Labor and Employee Relations in March of 2002 to record and analyze grievances filed by members of the service and trades unions. Each month, human resources departments in the schools and departments are required to submit formal grievance data to LER. The tracking of grievances will enable the University on an ongoing basis to identify grievance issues and trends relating to employees in these unions and to develop strategic approaches and responses.

All University service and trades collective bargaining agreements provide for a four-step grievance process that includes the immediate supervisor level (Step 1), the department level (Step 2), the University/Office of Labor and Employee Relations level (Step 3) and arbitration before a neutral third party (Step 4).

From May 2003 to April 2004, a total of 66 Step 2 and 20 Step 3 grievances were filed, representing 5% and 2%, respectively, of over 1,200 University service and trades bargaining unit employees. While the number of Step 2 grievances increased from the previous year (from 53 to 66), the number of grievances progressing from Step 2 to Step 3 decreased by 24% (from 29 to 20). Over this period, while more Step 3 grievances were moved to arbitration by the union involved (from 5 to 9 cases). However, of the nine cases moved to arbitration from May 2003 to April 2004, five cases were settled and one case withdrawn by the Union before hearing.

As of April 2004, the University's 1,256 service and trades employees are represented by the following ten unions:

- Hotel Employees', Restaurant Employees' International Union (HEREIU), Local 26 (Dining Services/Faculty Club)
- Service Employees' International Union (SEIU), Local 615 (Custodians)
- Area Trades Council (ATC)(comprised of IOUE Local 877, IBEW Local 103, Plumbers & Gasfitters No. 12 and NERCC Local 51)
- Harvard University Security, Parking, & Museum Guards Union (HUSPMGU)
- Harvard University Police Association (HUPA)/IBPO
- Graphic Communications International Union (GCIU), Local 600
- Service Employees' International Union (SEIU), Local 615 (Arboretum Employees)

B. 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 (f/k/a/ Local 254) **Agreement Effective March 1, 2002 to November 15, 2005**

Classification	Wages Retro to 5/15/01		Effective 10/1/02		Effective 10/1/03		Effective 7/1/04		Effective 10/1/05	
	Yrs of Service		Yrs of Service		Yrs of Service		Yrs of Service		Yrs of Service	
	< 3 yrs	> 3 yrs	< 3 yrs	> 3 yrs	< 3 yrs	> 3 yrs	< 3 yrs	> 3 yrs	< 3 yrs	> 3 yrs
Custodian	\$11.35	\$11.50	\$11.85	\$12.00	\$12.35	\$12.50	\$12.85	\$13.00	\$13.50	\$14.00
Assistant Crew Chief	\$11.85	\$12.00	\$12.35	\$12.50	\$12.85	\$13.00	\$13.35	\$13.50	\$14.00	\$14.50
Crew Chief	\$12.85	\$13.00	\$13.35	\$13.50	\$13.85	\$14.00	\$14.35	\$14.50	\$15.00	\$15.50
Red Circle Rates										
CUSTODIAN (\$11.75)	\$12.50		\$13.25		\$14.00		\$14.25		\$14.50	
Custodian (\$12.02)	\$12.77		\$13.52		\$14.27		\$14.52		\$14.77	
Crew Chief/Cust (\$12.62)	\$13.37		\$14.12		\$14.87		\$15.12		\$15.50	
Crew Chief/Cust (\$12.88)	\$13.63		\$14.38		\$15.13		\$15.38		\$15.63	

Hotel Employees, Restaurant Employees International Union (HEREIU), Local 26 **Agreement Effective June 20,2001 to June 19, 2006**

Classification	Wages Effective			Wages Effective			Wages Effective			Wages Effective			Wages Effective			Wages Effective			Wages Effective		
	June 16, 2002			December 22, 2002			June 22, 2003			December 21, 2003			June 20, 2004			December 19, 2004			June 19, 2005		
	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	Start	After 1 year	After 2 years	Start	After 1 year	After 2 years	Start	After 1 year	After 2 years
Grill Cook	\$11.22	\$11.86	\$12.07	\$11.42	\$12.06	\$12.27	\$11.62	\$12.26	\$12.47	\$11.82	\$12.46	\$12.67	\$12.02	\$12.66	\$12.87	\$12.22	\$12.86	\$13.07	\$12.62	\$13.26	\$13.47
Kitchen Utility Worker	\$10.85	\$11.46	\$11.65	\$11.05	\$11.66	\$11.85	\$11.25	\$11.86	\$12.05	\$11.45	\$12.06	\$12.25	\$11.65	\$12.26	\$12.45	\$11.85	\$12.46	\$12.65	\$12.25	\$12.86	\$13.05
Sales Attendant	\$11.00	\$11.62	\$11.82	\$11.20	\$11.82	\$12.02	\$11.40	\$12.02	\$12.22	\$11.60	\$12.22	\$12.42	\$11.80	\$12.42	\$12.62	\$12.00	\$12.62	\$12.82	\$12.40	\$13.02	\$13.22
Floor Supervisor	\$11.22	\$11.86	\$12.07	\$11.42	\$12.06	\$12.27	\$11.62	\$12.26	\$12.47	\$11.82	\$12.46	\$12.67	\$12.02	\$12.66	\$12.87	\$12.22	\$12.86	\$13.07	\$12.62	\$13.26	\$13.47

Harvard University Security, Parking, and Museum Guards Union (HUSPMGU)
Agreement Effective July 1, 2003 to June 30, 2006

- Any Museum Attendant, Parking Service Monitor, or Security Guard on the payroll as of 07/01/03, shall receive an increase in their base hourly rate according to the schedule set forth below:
Year 1 07/01/03 3.5%
Year 2 07/01/04 2.75%
Year 3 07/01/05 2.5%
- Central Station Museum Monitors: Range Minimum: \$12.94 Range Maximum \$15.58
- New Employee Hiring Schedule for Employees Hired On or After 07/01/03

	07/01/03	07/01/04	07/01/05
Category A Museum Attendants and Parking Service Monitors and Category B Limited Regular Museum Attendants, Parking Service Monitors and Guards	\$11.75	\$12.07	\$12.37

Appendix B

Table 1
Pay and Time Status of Custodial Employees at Harvard

	3/00*	3/01*	4/03	4/04
Total Count:	341	349	352	363
Time Status				
Percent working Part-Time (<20 hours/week):**	56.6%	55.6%	44.0%	35.0%
Bargaining Unit Wages				
Hourly Wage: (in 2004 dollars)				
% < \$9.07/hour	0%	0%	0%	0%
% \$9.07-\$11.33	81%	82%	0%	0%
% \$11.34-\$13.60	5%	13%	36%	0%
% \$13.61-\$15.87	14%	4%	61%	85%
% \$15.88-\$18.14	0%	0%	3%	15%
% >= \$18.15	0%	0%	0%	0%
Median Wage	\$11.15	\$10.50	\$12.38	\$12.50
Avg. Annual Pay (in 2004 dollars):	\$24,160.83	\$22,676.78	\$26,209.50	\$26,457.60
Mean Hourly Wage Rate:	\$11.62	\$10.90	\$12.60	\$12.72
Hourly Wage + Benefits (in 2004 dollars):				
% < \$9.07/hour	0%	0%	0%	0%
% \$9.07-\$11.33	0%	0%	0%	0%
% \$11.34-\$13.60	57%	56%	0%	0%
% \$13.61-\$15.87	25%	28%	44%	34%
% \$15.88-\$18.14	5%	14%	40%	1%
% \$18.15-\$20.41	14%	3%	13%	50%
% \$20.42-\$22.67	0%	0%	3%	14%
% >= \$22.69	0%	0%	0%	1%
Median Wage + Bens:	\$12.30	\$11.43	\$15.78	\$16.92
Avg. Annual Pay + Benefits (in 2004 dollars):	\$28,886.51	\$27,064.04	\$31,156.23	\$34,153.60
Mean Hourly Wage + Benefit Rate:	\$13.89	\$13.01	\$14.98	\$16.42

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2004 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.

* 2000 and 2001 percentages represent employees with standard hours below 20 per week.

** 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
Total Count:	90	90	93	87
Time Status				
Percent working Part-Time (<20 hours/week):**	37.8%	36.7%	28.0%	23.0%
Bargaining Unit Wages				
Hourly Wage: (in 2004 dollars)				
% < \$9.07/hour	0%	0%	0%	0%
% \$9.07-\$11.33	52%	58%	0%	0%
% \$11.34-\$13.60	4%	30%	58%	62%
% \$13.61-\$15.87	43%	12%	39%	31%
% \$15.88-\$18.14	0%	0%	3%	7%
% >= \$18.15	0%	0%	0%	0%
Median Wage	\$11.21	\$10.53	\$ 11.55	\$11.75
Avg. Annual Pay (in 2004 dollars):	\$25,170.26	\$23,174.58	\$ 25,908.98	\$21,315.71
Mean Hourly Wage Rate:	\$12.10	\$11.14	\$ 12.46	\$12.39
Hourly Wage + Benefits (in 2004 dollars):				
% < \$9.07/hour	0%	0%	0%	0%
% \$9.07-\$11.33	23%	24%	0%	0%
% \$11.34-\$13.60	24%	32%	0%	0%
% \$13.61-\$15.87	8%	4%	28%	23%
% \$15.88-\$18.14	1%	27%	35%	44%
% \$18.15-\$20.41	43%	12%	33%	15%
% \$20.42-\$22.67	0%	0%	3%	17%
% >= \$22.69	0%	0%	0%	1%
Median Wage + Bens:	\$13.93	\$12.76	\$15.10	\$15.63
Avg. Annual Pay + Benefits (in 2004 dollars):	\$31,238.72	\$28,713.84	\$31,812.02	\$32,843.20
Mean Hourly Wage + Benefit Rate:	\$15.02	\$13.80	\$15.29	\$15.79

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2004 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.

* 2000 and 2001 percentages represent employees with standard hours below 20 per week.

** 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
Total Count:	455	491	502	523
Time Status				
Percent working Part-Time (<20 hours/week):	7.3%	10.8%	12.9%	17.6%
Bargaining Unit Wages				
Hourly Wage: (in 2004 dollars)				
% < \$8.00/hour	0%	0%	0%	0%
% < \$9.07/hour	12%	10%	0%	0%
% \$9.07-\$11.33	14%	23%	14%	3%
% \$11.34-\$13.60	53%	49%	56%	63%
% \$13.61-\$15.87	17%	14%	14%	16%
% \$15.88-\$18.14	5%	4%	16%	18%
>= \$18.15	\$14.36	\$13.57	\$13.62	\$13.62
Avg. Annual Pay (in 2004 dollars):	\$29,987.05	\$28,502.00	\$ 29,322.01	\$ 29,473.60
Mean Hourly Wage Rate:	\$14.42	\$13.70	\$14.10	\$14.17
Hourly Wage + Benefits (in 2004 dollars):				
% < \$8.00/hour	0%	0%	0%	0%
% < \$9.07/hour	0%	1%	0%	0%
% \$9.07-\$11.33	7%	10%	0%	0%
% \$11.34-\$13.60	12%	11%	8%	2%
% \$13.61-\$15.87	14%	15%	19%	8%
% \$15.88-\$18.14	42%	41%	45%	19%
% \$18.15-\$20.41	9%	15%	10%	45%
% \$20.42-\$22.67	16%	7%	17%	25%
>= \$22.69	\$18.83	\$17.79	\$17.44	\$18.09
Avg. Annual Pay + Benefits (in 2004 dollars):	\$38,879.04	\$36,752.41	\$36,920.83	\$38,584.00
Mean Hourly Wage + Benefit Rate:	\$18.69	\$17.67	\$17.75	\$18.55

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2004 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.

Appendix B

Table 4
Turnover Rate* for Service Workers
2000 - present

	00/01 rate	01/02 rate	02/03 rate	03/04 rate
<i>Custodians</i>	15.4%	7.8%	4.8%	7.8%
<i>Security, Museum, and Parking</i>	25.7%	24.4%	23.6%	23.6%
<i>Dining Services</i>	12.0%	13.6%	14.6%	14.9%

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

Appendix B

Table 5
Demographics – Custodians
2000 - present

	3/00	3/01	4/03	4/04
Gender:				
% Male	58.4%	55.9%	53.1%	53.5%
% Female	41.6%	44.1%	46.9%	46.5%
Ethnicity:				
% White	13.2%	12.0%	11.6%	12.1%
% Black	37.2%	36.1%	33.0%	32.7%
% Hispanic	47.5%	49.9%	53.7%	54.3%
% Asian	2.1%	2.0%	1.7%	0.9%
% Natv Amer	0.0%	0.0%	0.0%	0.0%
% Missing	0.0%	0.0%	0.0%	0.0%
Age:				
25th %ile	36.64	37.48	38.90	38.00
Median	44.19	45.57	46.04	46.00
75th %ile	52.93	53.88	54.57	55.00
Service:				
% < 1	28.2%	20.6%	4.5%	11.3%
25th %ile	0.80	1.15	2.48	1.75
Median	5.70	3.59	3.85	2.67
75th %ile	12.13	12.05	13.29	7.54
Education:				
% Less Than High School	43.4%	46.4%	50.6%	45.1%
% HS (Grad)	48.4%	46.1%	38.1%	34.7%
% Voc (Grad)	0.6%	0.6%	n/a	0.0%
% Trade/Bus	0.3%	0.3%	1.1%	0.9%
% Col (Non-grad)	2.3%	2.3%	2.3%	2.0%
% Jr Col Grad	0.9%	0.9%	0.3%	0.3%
% Sr Col Grad	3.5%	2.9%	2.6%	2.3%
% Master's	0.0%	0.0%	0.0%	0.0%
% Prof Degree	0.0%	0.0%	0.0%	0.0%
% Doctorate	0.0%	0.0%	0.0%	0.0%
% Unknown	n/a	n/a	5.1%	14.7%
Residence:				
% Cambridge	13.8%	12.6%	9.4%	10.1%
% Boston	41.9%	42.4%	42.0%	39.6%
% Arlington, Belmont, Somerville or Watertown	20.2%	17.5%	17.3%	15.3%
% Other SMSA	22.6%	25.8%	30.1%	34.4%
% None of the Above	1.5%	1.7%	1.1%	0.6%
Marital Status:				
% Unmarried	40.8%	33.2%	30.7%	34.1%
% Married	25.8%	20.6%	19.3%	22.0%
% Unknown	33.4%	46.1%	50.0%	43.9%

Appendix B

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

	3/00	3/01	4/03	4/04
Gender:				
% Male	78.9%	77.8%	78.1%	72.3%
% Female	21.1%	22.2%	21.9%	27.7%
Ethnicity:				
% White	83.3%	78.9%	69.8%	72.3%
% Black	13.3%	14.4%	22.9%	18.1%
% Hispanic	2.2%	3.3%	3.1%	3.6%
% Asian	1.1%	3.3%	3.1%	3.6%
% Natv Amer	0.0%	0.0%	0.0%	0.0%
% Missing	0.0%	0.0%	1.0%	2.4%
Age:				
25th %ile	33.48	28.71	34.50	30.50
Median	42.53	43.15	47.15	45.00
75th %ile	54.86	55.12	58.96	58.00
Service:				
% < 1	26.7%	26.7%	13.5%	15.7%
25th %ile	0.56	0.95	1.71	1.75
Median	7.18	3.85	4.22	2.50
75th %ile	11.09	11.18	12.90	4.67
Education:				
% Less Than High School	5.6%	4.4%	8.3%	7.2%
% HS (Grad)	75.6%	76.7%	71.9%	57.8%
% Voc (Grad)	0.0%	0.0%	n/a	0.0%
% Trade/Bus	1.1%	1.1%	1.0%	1.2%
% Col (Non-grad)	8.9%	8.9%	9.4%	8.4%
% Jr Col Grad	1.1%	2.2%	2.1%	1.2%
% Sr Col Grad	5.6%	4.4%	3.1%	3.6%
% Master's	1.1%	1.1%	1.0%	2.4%
% Prof Degree	0.0%	0.0%	0.0%	0.0%
% Doctorate	1.1%	1.1%	0.0%	0.0%
% Unknown	n/a	n/a	3.1%	18.1%
Residence:				
% Cambridge	17.8%	20.0%	19.8%	20.5%
% Boston	26.7%	26.7%	22.9%	22.9%
% Arlington, Belmont, Somerville or Watertown	23.3%	21.1%	16.7%	18.1%
% Other SMSA	26.7%	28.9%	38.5%	34.9%
% None of the Above	5.6%	3.3%	2.1%	3.6%
Marital Status:				
% Unmarried	41.1%	32.2%	26.0%	28.9%
% Married	26.7%	22.2%	19.8%	20.5%
% Unknown	32.2%	45.6%	54.2%	50.6%

Appendix B

Table 7
Demographics – Dining Services
2000 – present

	3/00	3/01	4/03	4/04
Gender:				
% Male	56.9%	58.5%	59.4%	59.4%
% Female	43.1%	41.5%	40.6%	40.6%
Ethnicity:				
% White	61.5%	56.8%	54.5%	58.4%
% Black	18.2%	20.6%	21.2%	19.9%
% Hispanic	14.5%	16.3%	16.2%	15.1%
% Asian	5.7%	6.1%	6.5%	6.6%
% Natv Amer	0.0%	0.2%	0.2%	0.0%
% Missing	0.0%	0.0%	1.4%	0.0%
Age:				
25th %ile	31.55	31.62	32.67	33.00
Median	41.25	41.75	42.68	44.00
75th %ile	51.60	51.42	50.50	51.00
Service:				
% < 1	20.7%	20.4%	4.8%	10.2%
25th %ile	1.38	1.34	2.16	1.98
Median	5.47	4.81	4.91	5.58
75th %ile	11.52	11.62	12.16	13.81
Education:				
% Less Than High School	12.7%	18.1%	16.6%	16.1%
% HS (Grad)	76.7%	71.7%	63.4%	56.8%
% Voc (Grad)	0.4%	0.4%	0.0%	0.0%
% Trade/Bus	0.7%	0.6%	0.8%	0.8%
% Col (Non-grad)	6.2%	5.3%	5.0%	5.2%
% Jr Col Grad	0.2%	0.2%	0.4%	0.6%
% Sr Col Grad	2.4%	2.6%	2.8%	3.4%
% Master's	0.0%	0.2%	0.2%	0.2%
% Prof Degree	0.0%	0.2%	0.2%	0.0%
% Doctorate	0.0%	0.0%	0.0%	0.0%
% Unknown	n/a	n/a	10.7%	16.9%
Residence:				
% Cambridge	17.6%	17.3%	15.1%	15.1%
% Boston	23.3%	26.5%	27.7%	23.3%
% Arlington, Belmont, Somerville or Watertown	32.1%	29.3%	30.5%	29.9%
% Other SMSA	23.5%	23.4%	25.1%	31.1%
% None of the Above	3.5%	3.5%	1.6%	0.6%
Marital Status:				
% Unmarried	44.4%	32.6%	31.5%	35.7%
% Married	37.8%	33.4%	30.9%	32.9%
% Unknown	17.8%	34.0%	37.6%	31.3%

Appendix C

Harvard University Statement of Values August 2002

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

These include:

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

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

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