

**OFFICE OF HUMAN RESOURCES
ANNUAL REPORT ON THE STATUS OF SERVICE EMPLOYEES
FISCAL YEAR 2010**

I. Introduction

Fiscal year 2010 marked the seventh 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 2010, 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 on-going effort to develop and strengthen workplace values for service workers. In the coming fiscal year 2011, the University will continue to address any areas of implementation of the WBPP where the need for further refinement remains.

Highlights of FY 2010

- In July of 2010 a three year contract was reached between the University and the Harvard University Security, Parking and Museum Guards Union (HUSPMGU) covering security guards, parking attendant and museum attendant workers.
- The Harvard Bridge to Learning and Literacy Program grew to approximately 700 participants by Spring 2010 from 38 in 2001. In the academic year 2010, 16 Bridge participants became U.S. Citizens.
- In fiscal year 2010 vendors were comprehensively 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 17 vendors covered by the WBPP (11 custodial, 3 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 the Office of 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. The Master Service Contract, attachments, and a list of compliant vendors are available on-line at <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 2010, 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: 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 2010 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 2010 there were 964 employees of vendors working on Harvard's campuses (403 custodial, 287 security/parking, and 274 dining).

- As of April 2010, 829 employees were represented by a union (96%) the same as the year prior.
- As of April 2010 approximately 51% of vendor employees worked a full time (40 hours per week) schedule (30.8% custodial, 61.7% security/parking, and 68.3% dining). This is 11% is lower than the year prior (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 2010 survey, 83.4% of vendor employees participate in their employer sponsored health plans, representing an increase of 3% from 2009 (96% custodial, 73% security/parking, and 74% dining). Approximately 91% of Harvard directly hired custodians participate in health plans, representing an increase of 14% 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 84.2% in 2010 compared to 78.7% in 2006. Health participation rates for employees represented by Harvard University Security, Parking and Museum Guards Union (HUSPMGU) have remained the same from last year, 80%.

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 60% in March 2010. As of March 2010, the total breakdown of directly hired custodians' weekly scheduled hours was as follows:

- 60% at 40 hours per week
- 13% between 30-39 hours per week
- 25% between 20-29 hours per week
- 2% 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 April 2010, LER collected data on full-time employment as part of its Vendor Survey and found that 30.8% of its vendor custodians work 40 hours per week, a decrease of over 20% compared to 59.9% in 2009 due to University departments cutting scope of services provided. 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 2010 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 FY2010 the University negotiated a successor collective bargaining agreement for the Security and Parking service sector covered by the Wage and Benefit Parity Policy. Copies of all of the University's collective bargaining agreements are available at <http://www.laborrelations.harvard.edu/>.

- a. A three year contract was ratified in July 2010 by the Harvard University Security, Parking and Museum Guards Union (HUSPMGU) covering security guards, parking attendant and museum attendant workers. Contract expires 6/30/2013.
 - i. Wages: First year base wage increase of according to a schedule or 3% whichever is greater, 3.25% and 2.75% in years two and three respectively with a commitment to a wage reopener in the third year.

1. Establish Mobile Patrol Classification to be paid 10% above the base hourly rate for Museum Attendant position
 2. Increase Parking Service Monitor II premium from 15% to 17% above the hourly base rate of Parking Service Monitor position.
- ii. Paid Time off:
1. Vacation: Elimination of 9 day maximum accrual for new hires
 2. Sick: Elimination of distinction between Category A and B for sick time accrual and maximum balance, all employees accrue one day per month (pro-rated for part-time schedules) and may carryover all unused sick days year to year to a maximum of 20 days.
 3. Personal Day: Additional personal day awarded on January 1, 2011 and each calendar year thereafter
- iii. Seniority: Clarify practice of layoff by bargaining unit seniority within the affected classifications and employees have the right to bump within a work unit based on bargaining unit seniority.

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 2010 (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.

As the Bridge Program completes its tenth 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 High School Diploma Preparation Program. In addition, the Bridge Program has enhanced the writing curriculum to better fit the specific academic skill levels of the Bridge students. The following advanced-level courses have been added to meet the professional needs of the Harvard employees: Advanced Pronunciation, College Preparation, TOEFL, Business

Writing, Advanced Writing and Grammar, High School Diploma Preparation, Office Skills and Career Exploration.

The Bridge also offers three levels of computer instruction and U.S. Citizenship preparation classes. There are currently 110 students enrolled in Fall 2010 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 and go on to college. A few highlights from academic year 2010 included: 17 laid off employees participating in the Bridge Program Career Services were hired into full time positions and 16 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 2010 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 2011 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 www.laborrelations.harvard.edu.

B. Intranet Labor Portal: In FY11 LER will continue to work with HHR'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 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
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 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

	3/01	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10
Total Count:	349	352	363	352	335	336	320	330	308
Time Status									
Percent working Part-Time (≤20 hours/week):*	55.6%	44.0%	35.3%	33.8%	27.5%	25.0%	22.5%	24.6%	22.4%
Bargaining Unit Wages									
Hourly Wage:									
% < \$8.00/hour	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	82%	0%	0%	0%	0%	0%	0%	0%	0%
% \$10.00-\$11.99	13%	36%	0%	0%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	4%	61%	85%	84%	10%	0%	0%	0%	0%
% \$14.00-\$15.99	0%	3%	15%	16%	90%	90%	5%	0%	0%
% >= \$16.00	0%	0%	0%	0%	0%	10%	95%	100%	100%
Median Wage (in 2010 dollars)	\$11.87	\$14.07	\$14.21	\$14.60	\$15.06	\$15.86	\$16.36	\$17.48	\$17.86
Avg. Annual Pay (in 2010 dollars):	\$25,643	\$29,786	\$30,079	\$30,853	\$31,648	\$33,336	\$34,400	\$36,670	\$37,066
Mean Hourly Wage Rate:	\$12.33	\$14.32	\$14.46	\$14.83	\$15.22	\$16.03	\$16.54	\$17.63	\$17.82
Hourly Wage + Benefits:									
% < \$8.00/hour	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$10.00-\$11.99	56%	0%	0%	0%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	28%	44%	34%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	14%	40%	1%	0%	0%	0%	0%	0%	0%
% \$16.00-\$17.99	3%	13%	50%	0%	0%	0%	0%	0%	0%
% \$18.00-\$19.99	0%	3%	14%	84%	10%	0%	0%	0%	0%
% >= \$20.00	0%	0%	1%	16%	90%	100%	100%	100%	100%
Median Wage + Bens (in 2010 dollars):	\$12.93	\$17.93	\$19.24	\$20.49	\$21.57	\$22.73	\$23.29	\$25.09	\$25.56
Avg. Annual Pay + Benefits (in 2010 dollars):	\$30,604	\$35,408	\$38,828	\$43,325	\$45,323	\$47,761	\$48,951	\$52,664	\$53,041
Mean Hourly Wage + Benefit Rate:	\$14.71	\$17.02	\$18.67	\$20.83	\$21.79	\$22.96	\$23.53	\$25.32	\$25.50

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2010 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

	3/01	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10
Total Count:	90	93	87	85	90	79	75	70	57
Time Status									
Percent working Part-Time (≤20 hours/week):*	36.7%	28.0%	23.0%	30.6%	30.0%	29.1%	21.3%	14.3%	18%
Bargaining Unit Wages									
Hourly Wage:									
% < \$8.00/hour	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	58%	0%	0%	0%	0%	0%	0%	0%	0%
% \$10.00-\$11.99	30%	58%	62%	0%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	12%	39%	31%	89%	81%	73%	72%	36%	18%
% \$14.00-\$15.99	0%	3%	7%	11%	18%	24%	23%	44%	56%
% ≥ \$16.00	0%	0%	0%	0%	1%	3%	5%	20%	26%
Median Wage (in 2010 dollars):	\$11.91	\$13.55	\$13.36	\$13.55	\$13.31	\$13.74	\$13.83	\$14.45	\$14.62
Avg. Annual Pay (in 2010 dollars):	\$26,206	\$29,445	\$29,299	\$29,475	\$28,850	\$29,840	\$29,890	\$30,812	\$31,512
Mean Hourly Wage Rate:	\$12.60	\$14.16	\$14.09	\$14.17	\$13.87	\$14.35	\$14.37	\$14.81	\$15.15
Hourly Wage + Benefits:									
% < \$8.00/hour	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	24%	0%	0%	0%	0%	0%	0%	0%	0%
% \$10.00-\$11.99	32%	0%	0%	0%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	4%	28%	23%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	27%	35%	44%	0%	0%	0%	0%	0%	0%
% \$16.00-\$17.99	12%	33%	15%	75%	70%	0%	0%	0%	0%
% \$18.00-\$19.99	0%	3%	17%	18%	10%	73%	72%	36%	18%
% ≥ \$20.00	0%	0%	1%	7%	20%	27%	28%	64%	82%
Median Wage + Bens (in 2010 dollars):	\$14.43	\$17.16	\$17.77	\$19.03	\$19.07	\$19.70	\$19.68	\$20.18	\$20.92
Avg. Annual Pay + Benefits (in 2010 dollars):	\$32,470	\$36,154	\$37,339	\$41,364	\$41,316	\$42,769	\$42,527	\$43,056	\$45,094
Mean Hourly Wage + Benefit Rate:	\$15.61	\$17.38	\$17.95	\$19.89	\$19.86	\$20.56	\$20.45	\$20.70	\$21.68

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2010 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**

	3/01	4/03	4/04*	1/05	1/06	1/07	1/08	1/09	1/10
Total Count:	491	502	485	479	476	471	460	457	423
Time Status									
Percent working Part-Time (<20 hours/week):	10.8%	12.9%	19.0%	18.4%	8.4%	7.0%	5.2%	4.8%	6.1%
Bargaining Unit Wages									
Hourly Wage:									
% < \$8.00/hour	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	10%	0%	0%	0%	0%	0%	0%	0%	0%
% \$10.00-\$11.99	23%	14%	3%	0%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	49%	56%	63%	22%	18%	6%	0%	0%	0%
% \$14.00-\$15.99	14%	14%	16%	60%	62%	61%	19%	12%	1%
% >= \$16.00	4%	16%	18%	17%	21%	33%	81%	88%	99%
Median Wage (in 2010 dollars):	\$15.35	\$15.58	\$15.48	\$15.88	\$15.65	\$16.25	\$16.57	\$17.51	\$17.86
Avg. Annual Pay (in 2010 dollars):	\$ 32,230	\$ 33,324	\$ 33,508	\$ 34,100	\$ 33,774	\$ 34,985	\$ 35,613	\$ 37,547	\$ 38,106
Mean Hourly Wage Rate:	\$15.50	\$16.02	\$16.11	\$16.39	\$16.24	\$16.82	\$17.12	\$18.05	\$18.32
Hourly Wage + Benefits:									
% < \$8.00/hour	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$8.00-\$9.99	1%	0%	0%	0%	0%	0%	0%	0%	0%
% \$10.00-\$11.99	10%	0%	0%	0%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	11%	8%	3%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	15%	19%	9%	0%	0%	0%	0%	0%	0%
% \$16.00-\$17.99	41%	45%	21%	10%	0%	0%	0%	0%	0%
% \$18.00-\$19.99	15%	10%	49%	53%	17%	6%	0%	0%	0%
% >= \$20.00	7%	17%	27%	37%	83%	94%	100%	100%	100%
Median Wage + Bens (in 2010 dollars):	\$20.12	\$19.82	\$20.57	\$22.29	\$22.40	\$23.29	\$23.58	\$24.46	\$25.56
Avg. Annual Pay + Benefits (in 2010 dollars):	\$41,560	\$41,960	\$43,865	\$47,880	\$48,367	\$50,114	\$50,653	\$52,437	\$54,529
Mean Hourly Wage + Benefit Rate:	\$19.98	\$20.17	\$21.09	\$23.02	\$23.25	\$24.09	\$24.35	\$25.21	\$26.22

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2010 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	2007	2008	2009
<i>Custodians</i>	15.4%	7.8%	4.8%	7.3%	9%	4.4%	7.3%	5.2%	9.1%
<i>Security, Museum, and Parking</i>	25.7%	24.4%	23.6%	26.7%	12.7%	12.5%	5.1%	26.7%	31.9%
<i>Dining Services</i>	12.0%	13.6%	14.6%	10%	14.0%	9.3%	8.7%	9.1%	17.6%

*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
2001 - present

	3/01	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10
Gender:									
% Male	55.9%	53.1%	53.5%	52.0%	53.4%	54.2%	53.6%	54.5%	52.6%
% Female	44.1%	46.9%	46.5%	48.0%	46.6%	45.8%	46.4%	45.5%	47.4%
Ethnicity:									
% White	12.0%	11.6%	12.1%	10.8%	10.4%	11.0%	10.6%	9.4%	7.1%
% Black	36.1%	33.0%	32.7%	33.0%	32.2%	31.8%	32.1%	30.9%	29.2%
% Hispanic	49.9%	53.7%	54.3%	55.1%	56.1%	56.3%	56.7%	59.1%	62.7%
% Asian	2.0%	1.7%	0.9%	1.1%	1.2%	0.9%	0.6%	0.6%	0.6%
% Natv Amer	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Multiple Ethnicity									0.3%
% Missing	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Age:									
25th %ile	37	39	38	39	40	40	40	40	42
Median	46	46	46	46	47	47	47	47	49
75th %ile	54	55	55	54	55	55	56	56	58
Service:									
% < 1	20.6%	4.5%	11.3%	4.0%	3.3%	3.9%	1.3%	7.6%	1.3%
25th %ile	1.15	2.48	1.75	2.25	3.25	4.25	5.20	6.25	6.96
Median	3.59	3.85	2.67	3.00	3.71	4.25	5.20	6.25	7.25
75th %ile	12.05	13.29	7.54	7.25	8.37	8.79	9.90	10.00	10.17
Residence:									
% Cambridge	12.6%	9.4%	10.1%	10.2%	11.6%	10.7%	10.3%	36.1%	9.1%
% Boston	42.4%	42.0%	39.6%	37.8%	39.4%	38.7%	38.3%	9.7%	37.3%
% Somerville, Watertown*	17.5%	17.3%	15.3%	13.6%	11.0%	11.0%	10.9%	11.2%	10.1%
% 5 County*	25.8%	30.1%	34.4%	37.5%	37.0%	38.4%	39.6%	42.1%	43.2%
% None of the Above	1.7%	1.1%	0.6%	0.9%	0.9%	1.2%	0.9%	0.9%	0.3%

*Jan 2005 and later

Appendix B

Table 6
Demographics – Security Guards, Museum Guards and Parking Attendants
2001 - present

	3/01	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10
Gender:									
% Male	77.8%	78.1%	72.3%	75.3%	76.4%	77.5%	82.7%	78.6%	77.2%
% Female	22.2%	21.9%	27.7%	24.7%	23.6%	22.5%	17.3%	21.4%	22.8%
Ethnicity:									
% White	78.9%	69.8%	72.3%	72.9%	71.9%	68.8%	70.7%	61.4%	63.2%
% Black	14.4%	22.9%	18.1%	18.8%	20.2%	21.3%	17.3%	24.3%	26.3%
% Hispanic	3.3%	3.1%	3.6%	3.5%	2.2%	3.8%	2.7%	5.7%	3.5%
% Asian	3.3%	3.1%	3.6%	3.5%	4.5%	5.0%	6.7%	7.1%	7.0%
% Natv Amer	0.0%	0.0%	0.0%	1.2%	1.1%	1.3%	1.3%	0.0%	0.0%
% Multiple Ethnicity									
% Missing	0.0%	1.0%	2.4%	0.0%	0.0%	0.0%	1.3%	1.4%	0.0%
Age:									
25th %ile	29	34	31	30	32	35	34	37	0
Median	43	47	45	46	49	51	51	51	54
75th %ile	55	59	58	58	59	60	60	60	62
Service:									
% < 1	26.7%	13.5%	15.7%	20.0%	18.0%	7.5%	10.7%	24.3%	1.8%
25th %ile	0.95	1.71	1.75	1.33	1.40	2.25	2.85	1.58	3.25
Median	3.85	4.22	2.50	2.75	3.25	4.25	5.20	4.96	6.42
75th %ile	11.18	12.90	4.67	4.92	5.58	6.33	7.00	7.60	9.25
Residence:									
% Cambridge	20.0%	19.8%	20.5%	16.5%	13.5%	17.5%	14.7%	20.0%	15.8%
% Boston	26.7%	22.9%	22.9%	25.9%	25.8%	26.3%	21.3%	17.1%	15.8%
% Somerville, Watertown*	21.1%	16.7%	18.1%	15.3%	18.0%	20.0%	20.0%	17.1%	21.1%
% 5 County*	28.9%	38.5%	34.9%	38.8%	41.6%	35.0%	41.3%	45.7%	45.6%
% None of the Above	3.3%	2.1%	3.6%	3.5%	1.1%	1.3%	2.7%	0.0%	1.8%

*Jan 2005 and later

Appendix B

Table 7
Demographics – Dining Services
2001 – present

	3/01	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10
Gender:									
% Male	58.5%	59.4%	59.4%	58.7%	58.3%	59.5%	58.1%	57.3%	56.4%
% Female	41.5%	40.6%	40.6%	41.3%	41.7%	40.5%	41.9%	42.7%	43.6%
Ethnicity:									
% White	56.8%	54.5%	58.4%	57.0%	57.2%	56.5%	56.2%	55.1%	53.7%
% Black	20.6%	21.2%	19.9%	19.6%	19.8%	19.2%	19.0%	18.4%	19.6%
% Hispanic	16.3%	16.2%	15.1%	15.7%	15.4%	16.2%	16.5%	17.3%	17.4%
% Asian	6.1%	6.5%	6.6%	7.5%	7.4%	7.6%	7.5%	8.1%	7.3%
% Natv Amer	0.2%	0.2%	0.0%	0.2%	0.2%	0.2%	0.4%	0.8%	0.8%
% Multiple Ethnicity									0.8%
% Missing	0.0%	1.4%	0.0%	0.0%	0.0%	0.2%	0.4%	0.4%	0.4%
Age:									
25th %ile	32	33	33	34	34	36	33	34	35
Median	42	43	44	43	44	45	45	46	47
75th %ile	51	50	51	51	52	53	53	54	54
Service:									
% < 1	20.4%	4.8%	10.2%	8.1%	7.2%	8.0%	7.1%	6.2%	7.9%
25th %ile	1.34	2.16	1.98	2.25	3.25	3.90	4.20	4.75	4.92
Median	4.81	4.91	5.58	5.33	6.25	7.17	7.30	8.08	8.25
75th %ile	11.62	12.16	13.81	13.04	13.77	15.06	14.50	15.17	14.25
Residence:									
% Cambridge	17.3%	15.1%	15.1%	14.6%	15.7%	13.9%	13.7%	20.9%	14.1%
% Boston	26.5%	27.7%	23.3%	22.3%	21.5%	21.3%	18.7%	12.4%	19.4%
% Somerville, Watertown*	29.3%	30.5%	29.9%	25.7%	23.7%	23.6%	23.7%	20.5%	22.6%
% 5 County*	23.4%	25.1%	31.1%	35.7%	37.2%	39.5%	41.7%	44.9%	43.4%
% None of the Above	3.5%	1.6%	0.6%	1.7%	2.0%	1.7%	2.3%	1.3%	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.

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