

**OFFICE OF HUMAN RESOURCES
ANNUAL REPORT ON THE STATUS OF SERVICE EMPLOYEES
FISCAL YEAR 2012**

I. Introduction

Fiscal year 2012 marked the ninth 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 2012, 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 fiscal year 2013, the University will continue to address any areas of implementation of the WBPP where the need for further refinement remains.

Highlights of FY 2012

- In September 2011 the University and UNITE HERE! Local 26, the union representing dining services employees, successfully negotiated a successor collective bargaining agreement.
- In November 2011, the University and SEIU Local 615, the union representing custodial services workers successfully negotiated a successor bargaining agreement.
- In January 2012 the University amended the WBPP policy to include tuition and childcare assistance.
- In June 2012, the University and HUSPMGU negotiated a final year wage re-opener agreeing to amend the wage increase percentage for fiscal year 2013.

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 (Strategic Procurement) continue to identify new vendors that meet the applicability thresholds of the policy and therefore must comply with its provisions.

All of the vendors covered by the WBPP have signed the Master Services Contract, which was established by the University in 2002, and is administered and maintained by Strategic Procurement. The Master Services Contract sets forth the requirements for covered vendors and requires them to certify their compliance with the requirements of the WBPP. Strategic Procurement establishes and manages vendor agreements for services covered under the WBPP. (<http://www.procurement.harvard.edu/secure/pdf/services-master-contract.pdf> requires login)

With implementation of the WBPP, LER developed a process by which vendors may establish comparable health and retirement benefit plans for compliance purposes. The goal is to ensure that vendor employees have comparable plans in which to participate.

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 offer 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. Policy Amendment: The University agreed to amend the WBPP during the negotiations with Service Employees International Union (SEIU) Local 615, the union representing custodians on campus. The amendment added tuition assistance and child care assistance as new parity benefits. The policy change became effective January 2012 and the benefits eligibility for vendor employees was effective immediately for tuition assistance and July 2012 for child care. LER worked with internal Harvard administrators, Benefits Services and the Office of Work/Life to determine the parity benefit levels for each benefit. In early 2012 LER held information and training sessions for vendors and University contract managers to communicate and explain the new policy requirements. In addition, vendors were provided template application

forms with the goal of ensuring uniform application of the benefits across all service providers.

C. Vendor Survey: Labor and Employee Relations continues to improve survey methods for custodial, dining and security vendors covered by WBPP. In fiscal year 2012 vendors were asked to fill out a vendor data template and submit this information to LER.

- As of August 2012 there were 985 employees of vendors working on Harvard's campuses (385 custodial, 316 security/parking, and 284 dining). Total headcount increase of 5% over last year.
- As of August 2012, 948 employees were represented by a union (96%) the same percentage as the three years prior.
- As of August 2012 approximately 57%, of vendor employees worked a full time (40 hours per week) schedule (42% custodial, 61% security/parking, and 74% dining), an increase of 4% from 2011.

D. Vendor Audits: For fiscal year 2012 the University temporarily suspended the auditing function due to the change in the policy. Future audits will resume in fiscal year 2013 with the goal of providing the University with a fuller understanding of training needs, and assisting the University in its efforts to facilitate compliance, and inform future vendor selection decisions. The selected auditor will review vendors to ensure that the following WBPP requirements are 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
- Vendors are providing the new tuition assistance and childcare assistance equal to that paid to Harvard Employees in the corresponding service sector.

E. Benefits Participation of Directly Employed and Vendor Service Employees: According to the August 2012 survey, 91.5% of vendor employees participate in their employer sponsored health plans, representing an increase of .5% from 2011 (93% custodial, 97% security/parking, and 84% dining). The largest service sector change in health plan participation was an increase of 24% among security/parking vendor employees since 2010. This increased participation rate is the result of a security vendor offering a comparable plan with a lower premium to their employees. Approximately 96% of Harvard directly hired custodians participate in health plans, representing an increase of 19% 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 85% in 2012 compared to 78.7% in 2006. Health participation rates for employees represented by Harvard University Security, Parking and Museum Guards Union (HUSPMGU) have increased to 85%, nearly a 2% increase over last year.

F. Conversion of Custodial Employees to 40 hours per week: Although not a requirement of the WBPP, the University has nearly satisfied the new contractual goal of 70% full-time employment among University custodians (defined as 40 hours/week) established pursuant to the Harvard University and SEIU collective bargaining agreement effective November 16, 2011 to November 15, 2016. As compared to March of 2002, the overall percentage of 40 hour/week custodians has increased from 32% in 2002 to 69.2% in January 2012. As of January 2012, the total breakdown of directly hired custodians' weekly scheduled hours was as follows:

- 69.2% at 40 hours per week
- 10.2% between 30-39 hours per week
- 4.3% between 20⁺-29 hours per week
- 16.3% 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 70% full-time employment. In August 2012, LER collected data on full-time employment as part of its Vendor Survey and found that 42% of its vendor custodians work 40 hours per week, a decrease of 1% since 2011. The University continues to work with vendors on the conversion of part-time to full-time work for custodians.

G. Wages: As provided for in their respective collective bargaining agreements, wages continued to increase in fiscal year 2012 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.)

H. Collective Bargaining: In fiscal year 2012 the University negotiated two successor bargaining agreements for two bargaining units providing services covered by the Wage and Benefit Parity Policy and negotiated a wage reopener for another. Copies of all of the University's collective bargaining agreements are available at <http://www.laborrelations.harvard.edu>

- a. In September 2011 a five year contract was settled with UNITE HERE, Local 26 representing dining services employees. Contract Expires, 6/19/2016.
 - i. Wages: \$.55 per hour annual wage increase for the first year and subsequent increases of \$.50 to \$.60 per hour in the next years resulting in average increase per year of 2.76%.
 - ii. Classifications: Elimination of lower paid retail classifications, Floor Supervisor, Sales Attendant and Kitchen Utility Worker replaced with higher paid Lead Dining Room Service, checker and General Service or Potwasher respectively.
 - iii. Overtime and Additional Hours: Establish a process of offering extra hours to bargaining unit members
 - iv. Paid Time Off: New carryover provision for employees that use 6 or less days may carryover sick days to a maximum of thirty days. Additionally employees may use up to 6 days pay for the care of ill dependants.
 - v. Labor/Management: Parties agreed to form a joint labor management committee called the Joint Best Practice Committee to address issues identified during negotiations.
 - vi. WBPP: Copy of University's WBPP policy referenced in the agreement and any subcontractor shall first offer positions to existing employees who apply in seniority order.
- b. In November 2011 a five year contract was settled with Service Employees International Union (SEIU) Local 615 for custodians working at the University. Contract expires, 11/15/2016.
 - i. Wages: 2.6% increase in the first year (effective 7/1/12) followed by, 2.8%, 2.85%, 3%, 3%. Third shift differential increased to \$.75 per hour from \$.50.
 - ii. Paid Time off: Addition of one personal day awarded on a contract year basis.
 - iii. WBPP: University agreed to amend the University's WBPP to include tuition and child care assistance.
- c. Also in July 2011 a wage reopener was agreed to by the Harvard University Security, Parking and Museum Guards Union (HUSPMGU) covering security and parking workers. Contract expires 6/30/2013.
 - i. Wages: The final year base wage increase effective 7/1/2012 was amended from 2.75% to 3%.

III. Training and Development

A. Harvard Bridge to Learning and Literacy: The Harvard Bridge Program to Learning and Literacy (Bridge 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 Fall of 2012 (participant numbers included class enrollments, tutorial services, and career development services). Initially, courses were offered only to Harvard service employees. Since 2001, the Bridge Program has been extended to employees of WBPP contractors and continues to expand participation to additional contractor units each semester.

Each semester, greater numbers of students move from the basic-literacy classes to ESOL classes at the Extension School, move from the lower to higher-level Extension School and Bridge classes, receive high school diplomas, and go on to college. A few highlights from academic year 2011-2012 include: 16 employees were promoted or hired into higher level jobs, 8 were placed in Professional Internships within Harvard, 13 registered into institutions of higher education, 14 non-native English speakers received their high school diploma, and 22 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 further their members' academic and technology skills and establish career pathways.

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 2012 vendors were provided guidance and feedback regarding compliance and general policy obligations required under the WBPP. In addition, due to the recent amendments to the policy, Labor and Employee Relations held two training sessions in the Spring of 2012 to explain the new obligations under the WBPP. During the year Labor and Employee Relations provides consultation, communication and template forms to ensure consistent application of the WBPP guidelines across the vendors working on campus.

IV. Communication

A. Labor Relations @ Harvard website: In fiscal year 2012 LER and HHR's Communication departments continued to manage an external website: <http://www.laborrelations.harvard.edu>. This website not only shares the University's progress in implementing the WBPP, but also serves as a central location for all labor relations related information at the University. The community may access information regarding the University's labor activities, current negotiations, frequently asked questions, and WBPP policy administration. The site also serves as a central depository for all of the University's collective bargaining agreements and annual reporting of WBPP efforts. Lastly, the website is the new location for the Harvard Committee on Employment and Contracting Policies recommendations previously posted on <http://www.laborrelations.harvard.edu>.

B. Intranet Labor Portal: In FY13 LER will continue to work with HHR's Communication department to refine an informative intranet for employees and managers regarding the University's collective bargaining and contract administration activities. The site informs and educates the Harvard community on issues related to collective bargaining and contract interpretation. Postings include; updates and communications regarding negotiations, joint labor management committees, and WBPP policy administration.

V. University Ombudsman Office:

The University Ombudsman Office, established in February 2003, is confidential, neutral and independent and continues to assist staff in resolving workplace issues, identifying options and strategies and providing appropriate referrals. The confidential University Ombudsman Office supplements, but does not replace, mechanisms under existing policies and union contracts for addressing grievances at various faculties and departments.

VI. Measurement

A. Service Employee Data: Data on service employees, including demographics, wage and benefits levels, termination rates, and part-time

status continue to be collected to measure the impact of implementing the Wage and Benefit Parity Policy. These data are included in Appendix B.

Appendix A

Service Employees' International Union (SEIU), Local 615 Agreement Effective November 16, 2011 to November 15, 2016

	Current Wages Effective 7/1/11		Increase 1 Effective 7/1/12		Increase 2 Effective 7/1/13		Increase 3 Effective 7/1/14		Increase 4 Effective 7/1/15		Increase 5 Effective 7/1/16	
	<i>Years of Service</i>		<i>Years of Service</i>		<i>Years of Service</i>		<i>Years of Service</i>		<i>Years of Service</i>		<i>Years of Service</i>	
<i>Classification</i>	< 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	\$18.50	\$19.00	\$ 18.98	\$ 19.49	\$ 19.51	\$ 20.04	\$ 20.07	\$ 20.61	\$ 20.67	\$ 21.23	\$ 21.29	\$ 21.87
Assistant Crew Chief	\$19.00	\$19.50	\$ 19.49	\$ 20.01	\$ 20.04	\$ 20.57	\$ 20.61	\$ 21.16	\$ 21.23	\$ 21.79	\$ 21.87	\$ 22.44
Crew Chief	\$20.00	\$20.50	\$ 20.52	\$ 21.03	\$ 21.09	\$ 21.62	\$ 21.69	\$ 22.24	\$ 22.34	\$ 22.91	\$ 23.01	\$ 23.60
Red Circle Rates												
Custodian	\$19.50		\$20.01		\$20.57		\$21.16		\$21.79		\$22.44	
Custodian	\$19.77		\$20.28		\$20.85		\$21.44		\$22.08		\$22.74	
Crew Chief/Custodian	\$20.50		\$21.03		\$21.62		\$22.24		\$22.91		\$23.60	
Crew Chief/Custodian	\$20.63		\$21.17		\$21.76		\$22.38		\$23.05		\$23.74	

Hotel Employees, Restaurant Employees International Union (UNITE HERE), Local 26
Agreement Effective September 26, 2011 to June 19, 2016
(Years 1-2 wage rates)

Classification	6/19/2011			12/18/2011			6/17/2012			6/16/2013		
	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
First Cook	20.98	22.30	23.20	21.23	22.55	23.45	21.73	23.05	23.95	22.28	23.60	24.50
Pastry Cook	20.98	22.30	23.20	21.23	22.55	23.45	21.73	23.05	23.95	22.28	23.60	24.50
Second Cook	20.48	21.80	22.70	20.73	22.05	22.95	21.23	22.55	23.45	21.78	23.10	24.00
Host/Hostess	20.02	21.26	22.14	20.27	21.51	22.39	20.77	22.01	22.89	21.32	22.56	23.44
Assistant Second Cook	20.02	21.26	22.14	20.27	21.51	22.39	20.77	22.01	22.89	21.32	22.56	23.44
Butcher	19.81	21.01	21.88	20.06	21.26	22.13	20.56	21.76	22.63	21.11	22.31	23.18
Truck Driver/Storeroom Comb.	19.78	20.99	21.86	20.03	21.24	22.11	20.53	21.74	22.61	21.08	22.29	23.16
Fine Dining Cook	19.55	20.71	21.56	19.80	20.96	21.81	20.30	21.46	22.31	20.85	22.01	22.86
General Cook	19.55	20.71	21.56	19.80	20.96	21.81	20.30	21.46	22.31	20.85	22.01	22.86
Pantry Steward	19.55	20.71	21.56	19.80	20.96	21.81	20.30	21.46	22.31	20.85	22.01	22.86
Assistant Cook	18.57	19.61	20.31	18.82	19.86	20.56	19.32	20.36	21.06	19.87	20.91	21.61
Short Order Cook-Counter Comb.	18.57	19.61	20.31	18.82	19.86	20.56	19.32	20.36	21.06	19.87	20.91	21.61
Lead-Dining Room Service	18.20	19.21	19.83	18.45	19.46	20.08	18.95	19.96	20.58	19.50	20.51	21.13
Truck Operator - Electric	17.82	18.81	19.40	18.07	19.06	19.65	18.57	19.56	20.15	19.12	20.11	20.70
Kitchenperson-Pantry Comb.	17.81	18.79	19.39	18.06	19.04	19.64	18.56	19.54	20.14	19.11	20.09	20.69
General Service/Wait	17.66	18.59	19.16	17.91	18.84	19.41	18.41	19.34	19.91	18.96	19.89	20.46
Saladperson-Pantry Comb.	17.50	18.45	19.02	17.75	18.70	19.27	18.25	19.20	19.77	18.80	19.75	20.32
Helper/Potwasher/Laundryperson Comb.	17.45	18.40	18.97	17.70	18.65	19.22	18.20	19.15	19.72	18.75	19.70	20.27
Storekeeper	17.45	18.40	18.97	17.70	18.65	19.22	18.20	19.15	19.72	18.75	19.70	20.27
Pantryperson	17.42	18.36	18.92	17.67	18.61	19.17	18.17	19.11	19.67	18.72	19.66	20.22
Checker	17.39	18.33	18.89	17.64	18.58	19.14	18.14	19.08	19.64	18.69	19.63	20.19
Checker/Barista	17.39	18.33	18.89	17.64	18.58	19.14	18.14	19.08	19.64	18.69	19.63	20.19
General Service Employee	17.25	18.18	18.75	17.50	18.43	19.00	18.00	18.93	19.50	18.55	19.48	20.05
Grill Cook	16.97	17.61	17.82	17.22	17.86	18.07	17.72	18.36	18.57	18.27	18.91	19.12

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

Wage Reopener July 1, 2012

- Year 3: 3%

ARTICLE 6 WAGES

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

Year 1 07/01/10

Hourly wage adjustment based on the following schedule:

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

Year 2 07/01/11 3.25%

Year 3 07/01/12 2.75%

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

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

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

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

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

6 (e) The Mobile Patrol job classification shall be paid an hourly premium of 10% above that of the base hourly rate for the Museum Attendant position or the base hourly rate of any incumbent Museum Attendant hired into the Mobile Patrol position.

Appendix B

Table 1
Pay and Time Status of Custodial Employees at Harvard

	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11	1/12
Total Count:	352	363	352	335	336	320	330	308	320	325
Time Status										
Percent working Part-Time (≤20 hours/week):*	44.0%	35.3%	33.8%	27.5%	25.0%	22.5%	24.6%	22.4%	21.3%	16.3%
Bargaining Unit Wages										
Hourly Wage:										
% \$10.00-\$11.99	36%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	61%	85%	84%	10%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	3%	15%	16%	90%	90%	5%	0%	0%	0%	0%
% \$16.00-\$17.99 (2009 and later)	0%	0%	0%	0%	10%	95%	90%	78%	12%	0%
% \$18.00-\$19.99							10%	22%	88%	88%
% >=\$20							0%	0%	0%	12%
Median Wage (in 2012 dollars)	\$14.59	\$14.73	\$15.13	\$15.61	\$16.43	\$16.96	\$18.11	\$18.51	\$18.33	\$19.00
Avg. Annual Pay (in 2012 dollars):	\$30,869	\$31,172	\$31,975	\$32,798	\$34,548	\$35,650	\$38,003	\$38,413	\$39,412	\$39,978
Mean Hourly Wage Rate:	\$14.84	\$14.99	\$15.37	\$15.77	\$16.61	\$17.14	\$18.27	\$18.47	\$18.95	\$19.22
Hourly Wage + Benefits:										
% \$12.00-\$13.99	44%	34%	0%	0%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	40%	1%	0%	0%	0%	0%	0%	0%	0%	0%
% \$16.00-\$17.99	13%	50%	0%	0%	0%	0%	0%	0%	0%	0%
% \$18.00-\$19.99	3%	14%	84%	10%	0%	0%	0%	0%	0%	0%
% \$20.00-\$21.99 (2009 and later)	0%	1%	16%	90%	100%	100%	0%	0%	0%	0%
% \$22.00-\$23.99							10%	1%	0%	0%
% \$24.00-\$25.99							81%	88%	12%	0%
% >=\$26							9%	11%	88%	100%
Median Wage + Bens (in 2012 dollars):	\$18.58	\$19.94	\$21.24	\$22.36	\$23.56	\$24.14	\$26.01	\$27.45	\$26.65	\$27.84
Avg. Annual Pay + Benefits (in 2012 dollars):	\$36,695	\$40,240	\$44,900	\$46,970	\$49,497	\$50,731	\$54,579	\$56,967	\$57,306	\$58,573
Mean Hourly Wage + Benefit Rate:	\$17.64	\$19.35	\$21.59	\$22.58	\$23.80	\$24.39	\$26.24	\$27.39	\$27.55	\$28.16

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2012 dollars. Average annualized pay represents the annual earnings of a full-year, full-time worker (2080 hours or 52 weeks times 40 hours) earning the mean hourly wage.

* Part-time status under the applicable collective bargaining agreement is defined as 20 hours or less per week.

Appendix B

Table 2
Pay and Time Status of Security Guards, Museum Guards and Parking Attendants at Harvard

	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11	1/12
Total Count:	93	87	85	90	79	75	70	57	53	53
Time Status										
Percent working Part-Time (≤20 hours/week):*	28.0%	23.0%	30.6%	30.0%	29.1%	21.3%	14.3%	18%	21%	21%
Bargaining Unit Wages										
Hourly Wage:										
% \$10.00-\$11.99	58%	62%	0%	0%	0%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	39%	31%	89%	81%	73%	72%	36%	18%	2%	0%
% \$14.00-\$15.99	3%	7%	11%	18%	24%	23%	44%	56%	64%	64%
% \$16.00-\$17.99 (2009 and later)	0%	0%	0%	1%	3%	5%	19%	25%	30%	13%
% \$18.00-\$19.99							1%	2%	2%	21%
% >=\$20							0%	0%	2%	2%
Median Wage (in 2012 dollars):	\$ 14.04	\$13.84	\$14.05	\$13.79	\$14.24	\$14.33	\$14.98	\$15.15	\$15.59	\$15.69
Avg. Annual Pay (in 2012 dollars):	\$30,515	\$30,364	\$30,547	\$29,899	\$30,924	\$30,976	\$31,932	\$32,658	\$33,569	\$33,675
Mean Hourly Wage Rate:	\$ 14.67	\$14.60	\$14.69	\$14.37	\$14.87	\$14.89	\$15.35	\$15.70	\$16.14	\$16.19
Hourly Wage + Benefits:										
% \$12.00-\$13.99	28%	23%	0%	0%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	35%	44%	0%	0%	0%	0%	0%	0%	0%	0%
% \$16.00-\$17.99	33%	15%	75%	70%	0%	0%	0%	0%	0%	0%
% \$18.00-\$19.99	3%	17%	18%	10%	73%	72%	36%	18%	0%	0%
% \$20.00-\$21.99 (2009 and later)	0%	1%	7%	20%	27%	28%	41%	54%	28%	21%
% \$22.00-\$23.99							20%	7%	43%	45%
% \$24.00-\$25.99							1%	19%	25%	9%
% >=\$26							1%	2%	4%	25%
Median Wage + Bens (in 2012 dollars):	\$17.78	\$18.42	\$19.72	\$19.76	\$20.41	\$20.39	\$ 21.50	\$ 22.47	\$ 22.66	\$ 22.99
Avg. Annual Pay + Benefits (in 2012 dollars):	\$37,468	\$38,696	\$42,867	\$42,818	\$44,324	\$44,073	\$45,870	\$48,432	\$48,818	\$49,338
Mean Hourly Wage + Benefit Rate:	\$18.01	\$18.60	\$20.61	\$20.59	\$21.31	\$21.19	\$22.05	\$23.28	\$23.47	\$23.72

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2012 dollars. Average annualized pay represents the annual earnings of a full-year, full-time worker (2080 hours or 52 weeks times 40 hours) earning the mean hourly wage.

* Part-time status under the applicable collective bargaining agreement is defined as 20 hours or less per week.

Appendix B

Table 3
Pay and Time Status of Dining Service Employees at Harvard

	4/03	4/04*	1/05	1/06	1/07	1/08	1/09	1/10	1/11	1/12
Total Count:	502	485	479	476	471	460	457	423	439	462
Time Status										
Percent working Part-Time (<20 hours/week):	12.9%	19.0%	18.4%	8.4%	7.0%	5.2%	4.8%	6.1%	4.8%	5.2%
Bargaining Unit Wages										
Hourly Wage:										
% \$10.00-\$11.99	14%	3%	0%	0%	0%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	56%	63%	22%	18%	6%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	14%	16%	60%	62%	61%	19%	12%	1%	0%	0%
% \$16.00-\$17.99 (2009 and later)	16%	18%	17%	21%	33%	81%	62%	68%	17%	6%
% \$18.00-\$19.99							19%	13%	57%	62%
% >=\$20							7%	18%	26%	32%
Median Wage (in 2012 dollars):	\$16.14	\$16.05	\$16.45	\$16.21	\$16.84	\$17.17	\$18.14	\$18.51	\$19.16	\$19.14
Avg. Annual Pay (in 2012 dollars):	\$ 34,535	\$ 34,726	\$ 35,339	\$ 35,001	\$ 36,257	\$ 36,907	\$ 38,912	\$ 39,491	\$ 40,878	\$ 40,955
Mean Hourly Wage Rate:	\$16.60	\$16.70	\$16.99	\$16.83	\$17.43	\$17.74	\$18.71	\$18.99	\$19.65	\$19.69
Hourly Wage + Benefits:										
% \$12.00-\$13.99	8%	3%	0%	0%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	19%	9%	0%	0%	0%	0%	0%	0%	0%	0%
% \$16.00-\$17.99	45%	21%	10%	0%	0%	0%	0%	0%	0%	0%
% \$18.00-\$19.99	10%	49%	53%	17%	6%	0%	0%	0%	0%	0%
% \$20.00-\$21.99 (2009 and later)	17%	27%	37%	83%	94%	100%	1%	0%	0%	0%
% \$22.00-\$23.99							18%	10%	0%	0%
% \$24.00-\$25.99							34%	59%	12%	5%
% >=\$26							26%	31%	88%	95%
Median Wage + Bens (in 2012 dollars):	\$20.54	\$21.31	\$23.10	\$23.22	\$24.14	\$24.43	\$26.06	\$27.45	\$27.87	\$28.04
Avg. Annual Pay + Benefits (in 2012 dollars):	\$43,485	\$45,460	\$49,620	\$50,125	\$51,936	\$52,495	\$55,864	\$58,566	\$59,439	\$60,008
Mean Hourly Wage + Benefit Rate:	\$20.91	\$21.86	\$23.86	\$24.10	\$24.97	\$25.24	\$26.86	\$28.16	\$28.58	\$28.85

Note: All figures are adjusted for inflation using the Boston CPI-U and reported in 2012 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	2010	2011
<i>Custodians</i>	15.4%	7.8%	4.8%	7.3%	9%	4.4%	7.3%	5.8%	8.5%	5.6%	4.6%
<i>Security, Museum, and Parking</i>	25.7%	24.4%	23.6%	26.7%	12.7%	12.5%	5.1%	35.7%	26.3%	7.7%	5.7%
<i>Dining Services</i>	12.0%	13.6%	14.6%	10%	14.0%	9.3%	8.7%	9.1%	18.7%	5.1%	4.9%

*2000 to 2003 turnover rates were calculated from April to April of each year. 2004 and later, turnover rates are calculated on a calendar year basis. Turnover equals total number of employees terminating from the University divided by total number of employees. Data does not include transfers within the University.

Appendix B

Table 5
Demographics – Custodians
2003 - present

	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11	1/12
Gender:										
% Male	53.1%	53.5%	52.0%	53.4%	54.2%	53.6%	54.5%	52.6%	53.8%	55.1%
% Female	46.9%	46.5%	48.0%	46.6%	45.8%	46.4%	45.5%	47.4%	46.3%	44.9%
Ethnicity:										
% White	11.6%	12.1%	10.8%	10.4%	11.0%	10.6%	9.4%	7.1%	7.5%	6.8%
% Black	33.0%	32.7%	33.0%	32.2%	31.8%	32.1%	30.9%	29.2%	26.9%	25.5%
% Hispanic	53.7%	54.3%	55.1%	56.1%	56.3%	56.7%	59.1%	62.7%	55.6%	57.2%
% Asian	1.7%	0.9%	1.1%	1.2%	0.9%	0.6%	0.6%	0.6%	0.9%	0.9%
% Natv Amer	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% Multiple Ethnicity								0.3%	9.1%	8.9%
% Missing	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%
Age:										
25th %ile	39	38	39	40	40	40	40	42	42	42
Median	46	46	46	47	47	47	47	49	49	50
75th %ile	55	55	54	55	55	56	56	58	57	58
Service:										
% < 1	4.5%	11.3%	4.0%	3.3%	3.9%	1.3%	7.6%	1.3%	8.1%	6.2%
25th %ile	2.48	1.75	2.25	3.25	4.25	5.20	6.25	6.96	7.08	6.42
Median	3.85	2.67	3.00	3.71	4.25	5.20	6.25	7.25	8.25	9.24
75th %ile	13.29	7.54	7.25	8.37	8.79	9.90	10.00	10.17	10.83	11.58
Residence:										
% Cambridge	9.4%	10.1%	10.2%	11.6%	10.7%	10.3%	9.7%	9.1%	8.1%	8.0%
% Boston	42.0%	39.6%	37.8%	39.4%	38.7%	38.3%	36.1%	37.3%	37.5%	36.0%
% Somerville, Watertown*	17.3%	15.3%	13.6%	11.0%	11.0%	10.9%	11.2%	10.1%	10.9%	10.8%
% Other Mass*	30.1%	34.4%	37.5%	37.0%	38.4%	39.6%	42.1%	43.2%	42.8%	44.3%
% None of the Above	1.1%	0.6%	0.9%	0.9%	1.2%	0.9%	0.9%	0.3%	0.6%	0.9%

*Jan 2005 and later

Appendix B

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

	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11	1/12
Gender:										
% Male	78.1%	72.3%	75.3%	76.4%	77.5%	82.7%	78.6%	77.2%	79.2%	77.4%
% Female	21.9%	27.7%	24.7%	23.6%	22.5%	17.3%	21.4%	22.8%	20.8%	22.6%
Ethnicity:										
% White	69.8%	72.3%	72.9%	71.9%	68.8%	70.7%	61.4%	63.2%	60.4%	58.5%
% Black	22.9%	18.1%	18.8%	20.2%	21.3%	17.3%	24.3%	26.3%	26.4%	22.6%
% Hispanic	3.1%	3.6%	3.5%	2.2%	3.8%	2.7%	5.7%	3.5%	5.7%	7.5%
% Asian	3.1%	3.6%	3.5%	4.5%	5.0%	6.7%	7.1%	7.0%	7.5%	7.5%
% Natv Amer	0.0%	0.0%	1.2%	1.1%	1.3%	1.3%	0.0%	0.0%	0.0%	0.0%
% Multiple Ethnicity								0.0%	0.0%	3.8%
% Missing	1.0%	2.4%	0.0%	0.0%	0.0%	1.3%	1.4%	0.0%	0.0%	0.0%
Age:										
25th %ile	34	31	30	32	35	34	37	42	42	43
Median	47	45	46	49	51	51	51	54	54	55
75th %ile	59	58	58	59	60	60	60	62	63	64
Service:										
% < 1	13.5%	15.7%	20.0%	18.0%	7.5%	10.7%	24.3%	1.8%	1.9%	5.7%
25th %ile	1.71	1.75	1.33	1.40	2.25	2.85	1.58	3.25	4.17	4.67
Median	4.22	2.50	2.75	3.25	4.25	5.20	4.96	6.42	8.25	8.24
75th %ile	12.90	4.67	4.92	5.58	6.33	7.00	7.60	9.25	10.58	11.58
Residence:										
% Cambridge	19.8%	20.5%	16.5%	13.5%	17.5%	14.7%	17.1%	15.8%	17.0%	15.1%
% Boston	22.9%	22.9%	25.9%	25.8%	26.3%	21.3%	20.0%	15.8%	15.1%	18.9%
% Somerville, Watertown*	16.7%	18.1%	15.3%	18.0%	20.0%	20.0%	17.1%	21.1%	17.0%	15.1%
% Other Mass*	38.5%	34.9%	38.8%	41.6%	35.0%	41.3%	45.7%	45.6%	50.9%	50.9%
% None of the Above	2.1%	3.6%	3.5%	1.1%	1.3%	2.7%	0.0%	1.8%	0.0%	0.0%

*Jan 2005 and later

Appendix B

Table 7
Demographics – Dining Services
2003 – present

	4/03	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11	1/12
Gender:										
% Male	59.4%	59.4%	58.7%	58.3%	59.5%	58.1%	57.3%	56.4%	56.3%	57.7%
% Female	40.6%	40.6%	41.3%	41.7%	40.5%	41.9%	42.7%	43.6%	43.8%	42.3%
Ethnicity:										
% White	54.5%	58.4%	57.0%	57.2%	56.5%	56.2%	55.1%	53.7%	50.4%	49.1%
% Black	21.2%	19.9%	19.6%	19.8%	19.2%	19.0%	18.4%	19.6%	18.8%	19.9%
% Hispanic	16.2%	15.1%	15.7%	15.4%	16.2%	16.5%	17.3%	17.4%	14.5%	14.6%
% Asian	6.5%	6.6%	7.5%	7.4%	7.6%	7.5%	8.1%	7.3%	7.8%	8.1%
% Natv Amer	0.2%	0.0%	0.2%	0.2%	0.2%	0.4%	0.8%	0.8%	0.6%	0.0%
% Multiple Ethnicity								0.8%	7.6%	8.1%
% Missing	1.4%	0.0%	0.0%	0.0%	0.2%	0.4%	0.4%	0.4%	0.4%	0.4%
Age:										
25th %ile	33	33	34	34	36	33	34	35	35	35
Median	43	44	43	44	45	45	46	47	47	47
75th %ile	50	51	51	52	53	53	54	54	55	55
Service:										
% < 1	4.8%	10.2%	8.1%	7.2%	8.0%	7.1%	6.2%	7.9%	4.9%	6.4%
25th %ile	2.16	1.98	2.25	3.25	3.90	4.20	4.75	4.92	4.75	4.58
Median	4.91	5.58	5.33	6.25	7.17	7.30	8.08	8.25	8.66	9.24
75th %ile	12.16	13.81	13.04	13.77	15.06	14.50	15.17	14.25	14.33	14.92
Residence:										
% Cambridge	15.1%	15.1%	14.6%	15.7%	13.9%	13.7%	12.4%	14.1%	13.1%	10.7%
% Boston	27.7%	23.3%	22.3%	21.5%	21.3%	18.7%	20.9%	19.4%	19.3%	20.4%
% Somerville, Watertown*	30.5%	29.9%	25.7%	23.7%	23.6%	23.7%	20.5%	22.6%	20.1%	21.0%
% Other Mass*	25.1%	31.1%	35.7%	37.2%	39.5%	41.7%	44.9%	43.4%	46.9%	46.8%
% None of the Above	1.6%	0.6%	1.7%	2.0%	1.7%	2.3%	1.3%	0.6%	0.6%	1.1%

*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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