

**OFFICE OF HUMAN RESOURCES  
ANNUAL REPORT ON THE STATUS OF SERVICE EMPLOYEES  
FISCAL YEAR 2013**

**I. Introduction**

Fiscal year 2013 marked the tenth full year of the University's 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 2013, 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 2014, the University will continue to address any areas of implementation of the WBPP where the need for further refinement remains.

Highlights of FY 2013

- In Spring 2013 the University and HUSPMGU, the union representing museum attendants, parking monitors, and guards, met to negotiate a successor collective bargaining agreement. The parties agreed to continue to meet to reach agreement for a contract set to expire September 30, 2013.
- The Harvard Bridge to Learning and Literacy Program grew to approximately 700 participants by Spring 2013 from 38 in 2001. In the academic year 2012-2013, 16 registered into institutions of higher education, 10 non-native English speakers received their high school diploma, and 24 Bridge participants became U.S. Citizens.
- In fiscal year 2013 vendors were audited to ensure and facilitate continued compliance with the WBPP.

## II. Wages and Benefits

**A. Wage and Benefit Parity Policy (WBPP):** The University continues to work with on-campus vendors providing custodial, retail dining and security services to ensure that they pay their on-campus employees total compensation (defined as wages, health and pension benefits, and paid time off) comparable to that received by corresponding University employed workers. There are currently 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 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 continues to work with internal Harvard administrators, Benefits Services and the Office of Work/Life to determine the parity benefit levels for each benefit. On an annual basis, vendors are 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 the WBPP. In fiscal year 2013 vendors were asked to fill out a vendor data template and submit this information to LER.

- As of Spring 2013 there were 975 employees of vendors working on Harvard's campuses (371 custodial, 324 security/parking, and 280 dining). Total headcount decrease of 1% over last year.
- As of Spring 2013, 935 employees were represented by a union (96%) the same percentage as the four years prior.
- As of Spring 2013 approximately 58%, of vendor employees worked a full time (40 hours per week) schedule (40% custodial, 61% security/parking, and 77% dining), an increase of 1% from 2012.

**D. Vendor Audits:** For fiscal year 2013 the University resumed auditing of selected vendors through the assistance of an outside auditing firm. These audits provide the University with a fuller understanding of training needs, and assist the University in its efforts to facilitate compliance, and inform future vendor selection decisions. The selected auditor reviewed 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 Spring 2013 survey, 90.8% of vendor employees participate in their employer sponsored health plans, representing a decrease of .7% from 2012 (90% custodial, 98% security/parking, and 84%

dining). The largest service sector change in health plan participation was an increase of 25% 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 92% of Harvard directly hired custodians participate in health plans. This figure reflects participation in the University-offered health care benefit plans, as well as increasing enrollment in the comparable SEIU-offered Boston Buildings Service Employees Trust Fund health care plan that is offered to custodial employees at the University. Participation rates for directly hired dining services workers have increased to 86% in 2013 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 86%, nearly a 1% 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 67.3% in January 2013. As of January 2013, the total breakdown of directly hired custodians' weekly scheduled hours was as follows:

- 67.3% at 40 hours per week
- 8.7% between 30-39 hours per week
- 4.1% between 20<sup>+</sup>-29 hours per week
- 19.9% 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 Spring 2013, LER collected data on full-time employment as part of its Vendor Survey and found that 40% of its vendor custodians work 40 hours per week, a decrease of 2% since 2012. 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 2013 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 2013 the University met with HUSPMGU to negotiate a successor bargaining agreement a bargaining unit which provides services covered by the Wage and Benefit Parity Policy. The contract is set to expire October 2013. Copies of all of the University's collective bargaining agreements are available at <http://www.laborrelations.harvard.edu>

### **III. Training and Development**

**A. Harvard Bridge to Learning and Literacy: Harvard Bridge Program:** The Harvard 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 Spring 2013 (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, go on to college and get hired into better paying jobs with career mobility opportunities.

A few highlights from academic year 2012-2013 include: 27 participants were promoted or hired into higher level jobs, 10 were placed in Professional Internships within Harvard, 16 registered into institutions of higher education, 10 non-native English speakers received their high school diploma, and 24 Bridge participants became U.S. Citizens. In addition, the Bridge collaborates with all the unions at Harvard including: SEIU, UNITE HERE, HUSPMGU and HUCTW, to further their members' academic and technology skills and establish career pathways.

**B. Training for Harvard Managers:** The Center for Workplace Development (CWD) continues to offer management training workshops designed to provide managers an overview 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 2013 vendors were provided guidance and feedback regarding compliance and general policy obligations required 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 2013 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. Strategic Procurement website for vendors:** In FY13 LER assisted the Office of Strategic Procurement by providing content for an external facing web page specifically for current vendors providing services covered under WBPP or potential new service providers that would be subject to the policy . This content includes the policy, frequently asked questions, and vendor worksheets. The goal is to provide a single repository of information for vendors and can be accessed at the following website: [http://www.procurement.harvard.edu/vendor\\_index.shtml](http://www.procurement.harvard.edu/vendor_index.shtml)

#### **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. 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
<b>Custodian</b>	\$18.50	\$19.00	\$ 18.98	\$ 19.49	\$ 19.51	\$ 20.04	\$ 20.07	\$ 20.61	\$ 20.67	\$ 21.23	\$ 21.29	\$ 21.87
<b>Assistant Crew Chief</b>	\$19.00	\$19.50	\$ 19.49	\$ 20.01	\$ 20.04	\$ 20.57	\$ 20.61	\$ 21.16	\$ 21.23	\$ 21.79	\$ 21.87	\$ 22.44
<b>Crew Chief</b>	\$20.00	\$20.50	\$ 20.52	\$ 21.03	\$ 21.09	\$ 21.62	\$ 21.69	\$ 22.24	\$ 22.34	\$ 22.91	\$ 23.01	\$ 23.60
<b>Red Circle Rates</b>												
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 3-5 wage rates)**

<i>Classification</i>	<b>6/16/2013</b>			<b>6/15/2014</b>			<b>6/21/2015</b>		
	<i>Start</i>	<i>After 1 year</i>	<i>After 2 years</i>	<i>Start</i>	<i>After 1 year</i>	<i>After 2 years</i>	<i>Start</i>	<i>After 1 year</i>	<i>After 2 years</i>
First Cook	22.28	23.60	24.50	22.88	24.20	25.10	23.48	24.80	25.70
Pastry Cook	22.28	23.60	24.50	22.88	24.20	25.10	23.48	24.80	25.70
Second Cook	21.78	23.10	24.00	22.38	23.70	24.60	22.98	24.30	25.20
Host/Hostess	21.32	22.56	23.44	21.92	23.16	24.04	22.52	23.76	24.64
Assistant Second Cook	21.32	22.56	23.44	21.92	23.16	24.04	22.52	23.76	24.64
Butcher	21.11	22.31	23.18	21.71	22.91	23.78	22.31	23.51	24.38
Truck Driver/Storeroom Comb.	21.08	22.29	23.16	21.68	22.89	23.76	22.28	23.49	24.36
Fine Dining Cook	20.85	22.01	22.86	21.45	22.61	23.46	22.05	23.21	24.06
General Cook	20.85	22.01	22.86	21.45	22.61	23.46	22.05	23.21	24.06
Pantry Steward	20.85	22.01	22.86	21.45	22.61	23.46	22.05	23.21	24.06
Assistant Cook	19.87	20.91	21.61	20.47	21.51	22.21	21.07	22.11	22.81
Short Order Cook-Counter Comb.	19.87	20.91	21.61	20.47	21.51	22.21	21.07	22.11	22.81
Lead-Dining Room Service	19.50	20.51	21.13	20.10	21.11	21.73	20.70	21.71	22.33
Truck Operator - Electric	19.12	20.11	20.70	19.72	20.71	21.30	20.32	21.31	21.90
Kitchenperson-Pantry Comb.	19.11	20.09	20.69	19.71	20.69	21.29	20.31	21.29	21.89
General Service/Wait	18.96	19.89	20.46	19.56	20.49	21.06	20.16	21.09	21.66
Saladperson-Pantry Comb.	18.80	19.75	20.32	19.40	20.35	20.92	20.00	20.95	21.52
Kitchenperson/Chefs Helper/Potwasher/Laundryperson Comb.	18.75	19.70	20.27	19.35	20.30	20.87	19.95	20.90	21.47
Storekeeper	18.75	19.70	20.27	19.35	20.30	20.87	19.95	20.90	21.47
Pantryperson	18.72	19.66	20.22	19.32	20.26	20.82	19.92	20.86	21.42
Checker	18.69	19.63	20.19	19.29	20.23	20.79	19.89	20.83	21.39
Checker/Barista	18.69	19.63	20.19	19.29	20.23	20.79	19.89	20.83	21.39
General Service Employee	18.55	19.48	20.05	19.15	20.08	20.65	19.75	20.68	21.25
Grill Cook	18.27	18.91	19.12	18.87	19.51	19.72	19.47	20.11	20.32





## Appendix B

**Table 1**  
**Pay and Time Status of Custodial Employees at Harvard**

	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11	1/12	1/13
<b>Total Count:</b>	363	352	335	336	320	330	308	320	325	346
<b>Time Status</b>										
<b>Percent working Part-Time (≤20 hours/week):*</b>	35.3%	33.8%	27.5%	25.0%	22.5%	24.6%	22.4%	21.3%	16.3%	19.94%
<b>Bargaining Unit Wages</b>										
<b>Hourly Wage:</b>										
% \$10.00-\$11.99	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	85%	84%	10%	0%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	15%	16%	90%	90%	5%	0%	0%	0%	0%	0%
% \$16.00-\$17.99 (2009 and later)	0%	0%	0%	10%	95%	90%	78%	12%	0%	0%
% \$18.00-\$19.99						10%	22%	88%	88%	78%
% ≥\$20						0%	0%	0%	12%	22%
<b>Median Wage (in 2013 dollars)</b>	\$14.97	\$15.38	\$15.87	\$16.71	\$17.24	\$18.41	\$18.82	\$19.11	\$19.31	\$19.49
<b>Avg. Annual Pay (in 2013 dollars):</b>	\$31,688	\$32,504	\$33,340	\$35,119	\$36,240	\$38,632	\$39,048	\$40,064	\$40,639	\$40,934
<b>Mean Hourly Wage Rate:</b>	\$15.23	\$15.63	\$16.03	\$16.88	\$17.42	\$18.57	\$18.77	\$19.26	\$19.54	\$19.68
<b>Hourly Wage + Benefits:</b>										
% \$12.00-\$13.99	34%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$16.00-\$17.99	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$18.00-\$19.99	14%	84%	10%	0%	0%	0%	0%	0%	0%	0%
% \$20.00-\$21.99 (2009 and later)	1%	16%	90%	100%	100%	0%	0%	0%	0%	0%
% \$22.00-\$23.99						10%	1%	0%	0%	0%
% \$24.00-\$25.99						81%	88%	12%	0%	0%
% ≥\$26						9%	11%	88%	100%	100%
<b>Median Wage + Bens (in 2013 dollars):</b>	\$20.26	\$21.59	\$22.73	\$23.95	\$24.53	\$26.44	\$28.36	\$26.65	\$28.30	\$28.68
<b>Avg. Annual Pay + Benefits (in 2013 dollars):</b>	\$40,905	\$45,643	\$47,747	\$50,316	\$51,570	\$55,481	\$58,867	\$58,253	\$59,541	\$60,222
<b>Mean Hourly Wage + Benefit Rate:</b>	\$19.67	\$21.94	\$22.96	\$24.19	\$24.79	\$26.67	\$28.30	\$28.01	\$28.63	\$28.95

**Note:** All figures are adjusted for inflation using the Boston CPI-U and reported in 2013 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**

	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11	1/12	1/13
<b>Total Count:</b>	87	85	90	79	75	70	57	53	53	53
<b>Time Status</b>										
<b>Percent working Part-Time (≤20 hours/week):*</b>	23.0%	30.6%	30.0%	29.1%	21.3%	14.3%	18%	21%	21%	19%
<b>Bargaining Unit Wages</b>										
<b>Hourly Wage:</b>										
% \$10.00-\$11.99	62%	0%	0%	0%	0%	0%	0%	0%	0%	0
% \$12.00-\$13.99	31%	89%	81%	73%	72%	36%	18%	2%	0%	0
% \$14.00-\$15.99	7%	11%	18%	24%	23%	44%	56%	64%	64%	35%
% \$16.00-\$17.99 (2009 and later)	0%	0%	1%	3%	5%	19%	25%	30%	13%	40%
% \$18.00-\$19.99						1%	2%	2%	21%	23%
% ≥\$20						0%	0%	2%	2%	2%
<b>Median Wage (in 2013 dollars):</b>	\$14.07	\$14.28	\$14.02	\$14.48	\$14.57	\$15.23	\$15.40	\$15.84	\$15.95	\$16.17
<b>Avg. Annual Pay (in 2013 dollars):</b>	\$30,866	\$31,052	\$30,393	\$31,436	\$31,489	\$32,460	\$33,198	\$34,124	\$34,232	\$34,570
<b>Mean Hourly Wage Rate:</b>	\$14.84	\$14.93	\$14.61	\$15.11	\$15.14	\$15.61	\$15.96	\$16.41	\$16.46	16.62
<b>Hourly Wage + Benefits:</b>										
% \$12.00-\$13.99	23%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	44%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$16.00-\$17.99	15%	75%	70%	0%	0%	0%	0%	0%	0%	0%
% \$18.00-\$19.99	17%	18%	10%	73%	72%	36%	18%	0%	0%	0%
% \$20.00-\$21.99 (2009 and later)	1%	7%	20%	27%	28%	41%	54%	28%	21%	9%
% \$22.00-\$23.99						20%	7%	43%	45%	55%
% \$24.00-\$25.99						1%	19%	25%	9%	8%
% ≥\$26						1%	2%	4%	25%	28%
<b>Median Wage + Bens (in 2013 dollars):</b>	\$18.72	\$20.05	\$20.09	\$20.75	\$20.73	\$21.85	\$23.22	\$23.03	\$23.37	\$23.78
<b>Avg. Annual Pay + Benefits (in 2013 dollars):</b>	\$39,336	\$43,576	\$43,526	\$45,057	\$44,801	\$46,629	\$50,047	\$49,625	\$50,153	\$51,095
<b>Mean Hourly Wage + Benefit Rate:</b>	\$18.91	\$20.95	\$20.93	\$21.66	\$21.54	\$22.42	\$24.06	\$23.86	\$24.11	\$24.57

**Note:** All figures are adjusted for inflation using the Boston CPI-U and reported in 2013 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**

	4/04*	1/05	1/06	1/07	1/08	1/09	1/10	1/11	1/12	1/13
<b>Total Count:</b>	485	479	476	471	460	457	423	439	462	457
<b>Time Status</b>										
<b>Percent working Part-Time (&lt;20 hours/week):</b>	19.0%	18.4%	8.4%	7.0%	5.2%	4.8%	6.1%	4.8%	5.2%	4.2%
<b>Bargaining Unit Wages</b>										
<b>Hourly Wage:</b>										
% \$10.00-\$11.99	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$12.00-\$13.99	63%	22%	18%	6%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	16%	60%	62%	61%	19%	12%	1%	0%	0%	0%
% \$16.00-\$17.99 (2009 and later)	18%	17%	21%	33%	81%	62%	68%	17%	6%	1%
% \$18.00-\$19.99						19%	13%	57%	62%	66%
% >=\$20						7%	18%	26%	32%	33%
<b>Median Wage (in 2013 dollars):</b>	\$16.31	\$16.73	\$16.48	\$17.12	\$17.46	\$18.44	\$18.82	\$19.48	\$19.46	\$19.64
<b>Avg. Annual Pay (in 2013 dollars):</b>	\$ 35,300	\$ 35,924	\$ 35,580	\$ 36,856	\$ 37,517	\$ 39,555	\$ 40,144	\$ 41,554	\$ 41,632	\$ 42,075
<b>Mean Hourly Wage Rate:</b>	\$16.97	\$17.27	\$17.11	\$17.72	\$18.04	\$19.02	\$19.30	\$19.98	\$20.02	\$20.23
<b>Hourly Wage + Benefits:</b>										
% \$12.00-\$13.99	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$14.00-\$15.99	9%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% \$16.00-\$17.99	21%	10%	0%	0%	0%	0%	0%	0%	0%	0%
% \$18.00-\$19.99	49%	53%	17%	6%	0%	0%	0%	0%	0%	0%
% \$20.00-\$21.99 (2009 and later)	27%	37%	83%	94%	100%	1%	0%	0%	0%	0%
% \$22.00-\$23.99						18%	10%	0%	0%	0%
% \$24.00-\$25.99						34%	59%	12%	5%	0%
% >=\$26						26%	31%	88%	95%	100%
<b>Median Wage + Bens (in 2013 dollars):</b>	\$21.67	\$23.48	\$23.60	\$24.54	\$24.84	\$26.49	\$28.36	\$28.33	\$28.50	\$28.89
<b>Avg. Annual Pay + Benefits (in 2013 dollars):</b>	\$46,212	\$50,441	\$50,954	\$52,794	\$53,363	\$56,788	\$60,518	\$60,421	\$61,000	\$61,892
<b>Mean Hourly Wage + Benefit Rate:</b>	\$22.22	\$24.25	\$24.50	\$25.38	\$25.66	\$27.30	\$29.10	\$29.05	\$29.33	\$29.76

**Note:** All figures are adjusted for inflation using the Boston CPI-U and reported in 2013 dollars. Average annualized pay represents the annual earnings of a full-year, full-time worker (2080 hours or 52 weeks times 40 hours) earning the mean hourly wage.

\*Employee counts updated, previously reported count of positions

**Appendix B**

**Table 4  
Turnover Rate\* for Service Workers  
2000 - present**

	<b>00/01</b>	<b>01/02</b>	<b>02/03</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<i>Custodians</i>	15.4%	7.8%	4.8%	7.3%	9%	4.4%	7.3%	5.8%	8.5%	5.6%	4.6%	4.9%
<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%	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%	7.1%

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

## Appendix B

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

	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11	1/12	1/13
<b>Gender:</b>										
% Male	53%	52%	53%	54%	54%	55%	53%	54%	55%	54%
% Female	47%	48%	47%	46%	46%	45%	47%	46%	45%	46%
<b>Ethnicity:</b>										
% White	12.1%	10.8%	10.4%	11.0%	10.6%	9.4%	7.1%	7.5%	6.8%	6.1%
% Black	32.7%	33.0%	32.2%	31.8%	32.1%	30.9%	29.2%	26.9%	25.5%	24.6%
% Hispanic	54.3%	55.1%	56.1%	56.3%	56.7%	59.1%	62.7%	55.6%	57.2%	60.1%
% Asian	0.9%	1.1%	1.2%	0.9%	0.6%	0.6%	0.6%	0.9%	0.9%	0.6%
% 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%	8.4%
% Missing	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.3%
<b>Age:</b>										
25th %ile	38	39	40	40	40	40	42	42	42	42
Median	46	46	47	47	47	47	49	49	50	50
75th %ile	55	54	55	55	56	56	58	57	58	57
<b>Service:</b>										
% < 1	11.3%	4.0%	3.3%	3.9%	1.3%	7.6%	1.3%	8.1%	6.2%	10.7%
25th %ile	1.75	2.25	3.25	4.25	5.20	6.25	6.96	7.08	6.42	4.54
Median	2.67	3.00	3.71	4.25	5.20	6.25	7.25	8.25	9.24	10.24
75th %ile	7.54	7.25	8.37	8.79	9.90	10.00	10.17	10.83	11.58	12.15
<b>Residence:</b>										
% Cambridge	10.1%	10.2%	11.6%	10.7%	10.3%	9.7%	9.1%	8.1%	8.0%	9.0%
% Boston	39.6%	37.8%	39.4%	38.7%	38.3%	36.1%	37.3%	37.5%	36.0%	35.8%
% Somerville, Watertown*	15.3%	13.6%	11.0%	11.0%	10.9%	11.2%	10.1%	10.9%	10.8%	10.1%
% Other Mass*	34.4%	37.5%	37.0%	38.4%	39.6%	42.1%	43.2%	42.8%	44.3%	44.8%
% None of the Above	0.6%	0.9%	0.9%	1.2%	0.9%	0.9%	0.3%	0.6%	0.9%	0.3%

\*Jan 2005 and later

## Appendix B

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

	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11	1/12	1/13
<b>Gender:</b>										
% Male	72%	75%	76%	78%	83%	79%	77%	79%	77%	79%
% Female	28%	25%	24%	23%	17%	21%	23%	21%	23%	21%
<b>Ethnicity:</b>										
% White	72.3%	72.9%	71.9%	68.8%	70.7%	61.4%	63.2%	60.4%	58.5%	56.6%
% Black	18.1%	18.8%	20.2%	21.3%	17.3%	24.3%	26.3%	26.4%	22.6%	24.5%
% Hispanic	3.6%	3.5%	2.2%	3.8%	2.7%	5.7%	3.5%	5.7%	7.5%	5.7%
% Asian	3.6%	3.5%	4.5%	5.0%	6.7%	7.1%	7.0%	7.5%	7.5%	7.5%
% Natv Amer	0.0%	1.2%	1.1%	1.3%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%
% Multiple Ethnicity							0.0%	0.0%	3.8%	5.7%
% Missing	2.4%	0.0%	0.0%	0.0%	1.3%	1.4%	0.0%	0.0%	0.0%	0.0%
<b>Age:</b>										
25th %ile	31	30	32	35	34	37	42	42	43	44
Median	45	46	49	51	51	51	54	54	55	56
75th %ile	58	58	59	60	60	60	62	63	64	65
<b>Service:</b>										
% < 1	15.7%	20.0%	18.0%	7.5%	10.7%	24.3%	1.8%	1.9%	5.7%	3.8%
25th %ile	1.75	1.33	1.40	2.25	2.85	1.58	3.25	4.17	4.67	5.67
Median	2.50	2.75	3.25	4.25	5.20	4.96	6.42	8.25	8.24	9.24
75th %ile	4.67	4.92	5.58	6.33	7.00	7.60	9.25	10.58	11.58	12.58
<b>Residence:</b>										
% Cambridge	20.5%	16.5%	13.5%	17.5%	14.7%	17.1%	15.8%	17.0%	15.1%	15.1%
% Boston	22.9%	25.9%	25.8%	26.3%	21.3%	20.0%	15.8%	15.1%	18.9%	15.1%
% Somerville, Watertown*	18.1%	15.3%	18.0%	20.0%	20.0%	17.1%	21.1%	17.0%	15.1%	15.1%
% Other Mass*	34.9%	38.8%	41.6%	35.0%	41.3%	45.7%	45.6%	50.9%	50.9%	54.7%
% None of the Above	3.6%	3.5%	1.1%	1.3%	2.7%	0.0%	1.8%	0.0%	0.0%	0.0%

\*Jan 2005 and later

## Appendix B

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

	4/04	1/05	1/06	1/07	1/08	1/09	1/10	1/11	1/12	1/13
<b>Gender:</b>										
% Male	59%	59%	58%	59%	58%	57%	56%	56%	58%	59%
% Female	41%	41%	42%	41%	42%	43%	44%	44%	42%	41%
<b>Ethnicity:</b>										
% White	58.4%	57.0%	57.2%	56.5%	56.2%	55.1%	53.7%	50.4%	49.1%	49.4%
% Black	19.9%	19.6%	19.8%	19.2%	19.0%	18.4%	19.6%	18.8%	19.9%	19.3%
% Hispanic	15.1%	15.7%	15.4%	16.2%	16.5%	17.3%	17.4%	14.5%	14.6%	15.2%
% Asian	6.6%	7.5%	7.4%	7.6%	7.5%	8.1%	7.3%	7.8%	8.1%	7.5%
% Natv Amer	0.0%	0.2%	0.2%	0.2%	0.4%	0.8%	0.8%	0.6%	0.0%	0.0%
% Multiple Ethnicity							0.8%	7.6%	8.1%	8.2%
% Missing	0.0%	0.0%	0.0%	0.2%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
<b>Age:</b>										
25th %ile	33	34	34	36	33	34	35	35	35	36
Median	44	43	44	45	45	46	47	47	47	48
75th %ile	51	51	52	53	53	54	54	55	55	56
<b>Service:</b>										
% < 1	10.2%	8.1%	7.2%	8.0%	7.1%	6.2%	7.9%	4.9%	6.4%	4.5%
25th %ile	1.98	2.25	3.25	3.90	4.20	4.75	4.92	4.75	4.58	4.91
Median	5.58	5.33	6.25	7.17	7.30	8.08	8.25	8.66	9.24	10.24
75th %ile	13.81	13.04	13.77	15.06	14.50	15.17	14.25	14.33	14.92	15.49
<b>Residence:</b>										
% Cambridge	15.1%	14.6%	15.7%	13.9%	13.7%	12.4%	14.1%	13.1%	10.7%	10.1%
% Boston	23.3%	22.3%	21.5%	21.3%	18.7%	20.9%	19.4%	19.3%	20.4%	20.2%
% Somerville, Watertown*	29.9%	25.7%	23.7%	23.6%	23.7%	20.5%	22.6%	20.1%	21.0%	20.8%
% Other Mass*	31.1%	35.7%	37.2%	39.5%	41.7%	44.9%	43.4%	46.9%	46.8%	47.4%
% None of the Above	0.6%	1.7%	2.0%	1.7%	2.3%	1.3%	0.6%	0.6%	1.1%	1.5%

\*Jan 2005 and later