

# Report on Survey of HUCTW Members

Thank you to everyone who responded to our survey in the fall of 2006—we've gotten a lot of information that has been useful in our negotiations, and the comment sections were a rich source of creative ideas. At the close of the survey on 11/29/2006, we had 1858 responses from HUCTW members.

1858  
responses

A list of the questions in the survey can be found in Negotiations on our web site at: [www.huctw.org](http://www.huctw.org)

Grey boxes contain data from the Union and University datasets used in negotiations.

## Contents of this Report

- Wages
- Job Training & Skills
- Education
- Release Time for Education
- Tuition Assistance
- Other Educational Costs
- Career Development/Reclassification
- Supervisor Training
- Flexible Schedules
- Childcare
- Wellness
- Housing & Transportation

## Wages

Out of 1816 survey respondents, 54.5% reported earning more than \$41,000. 71.6% of respondents earn between \$31,000 and \$50,000 a year.

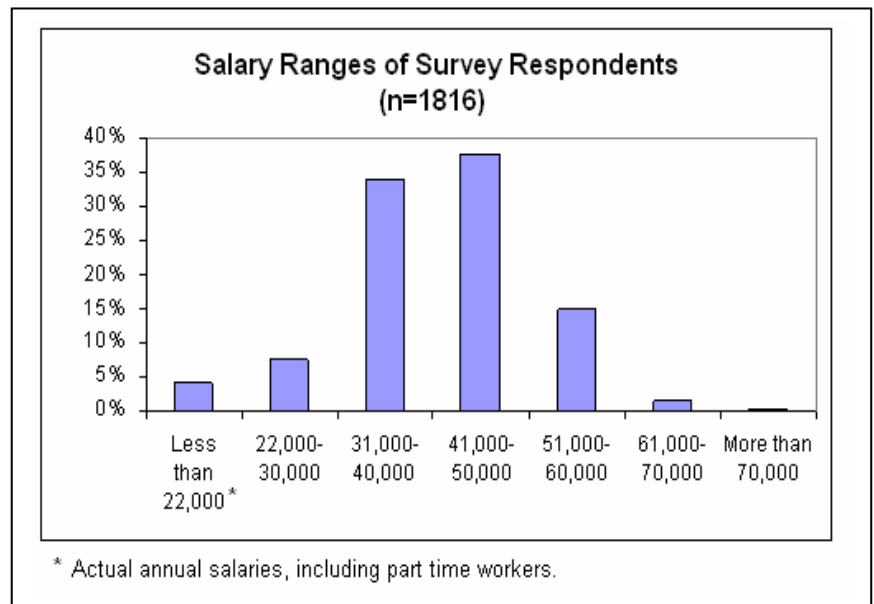
The survey provided some important insights into our members' financial situations. Over half of the respondents (57.7% of 1821) reported that they do not have money saved for "emergencies or future needs." At the same time almost three-quarters (74.5%) reported having monthly debt payments other than a mortgage or a student loan. Finally, only 22.1% of 1811 respondents reported having a secondary source of income such as a second job or a rental unit.

The table summarizes how survey respondents felt about the importance of various financial assistance programs at Harvard. Help with the cost of healthcare, education and transportation were the rated as the highest priorities.

In the open comments section, many respondents expressed frustration with the fact that they perceived little economic progress after their annual wage increases, due to the high cost of living in the area. Though some acknowledged that their wage increases are higher than those of their counterparts at other institutions of higher learning in the area, many also indicated that it is hard to meet monthly financial obligations on their current salaries. Respondents are particularly concerned about the high cost of housing. Some commented that the lack of affordable housing close to the university forces them to move further away and to incur greater transportation costs.

Several respondents also spoke directly about the value of various benefits offered by the university in conjunction with the union. Some expressed appreciation for benefits such as childcare fellowships and the union education fund, while others expressed concern about the value, amount or targets of these programs.

Another theme in some comments was disappointment that pay is not more clearly tied to skills, experiences and workloads. Several respondents indicated a desire for a formal compensation program that would reward exceptional performance. Some also mentioned difficulty with being promoted to higher positions, and some expressed frustration with the current reclassification program, calling it too complex. Respondents called for new programs that would help them plan or rearrange their finances, consolidate debt or aid them in purchasing a home. Several also mentioned wanting financial assistance for family members' educational expenses.



**Responses on importance of financial assistance programs:**

	Very Important (1)	Fairly Important (2)	Neutral (3)	Not very important (4)	Not at all important (5)	Response Average
Help with childcare costs	40% (708)	23% (409)	20% (357)	6% (97)	10% (182)	<b>2.22</b>
Help with the cost of education for ourselves	66% (1169)	23% (413)	8% (151)	1% (20)	1% (24)	<b>1.49</b>
Help with cost of education for dependents	38% (665)	24% (425)	24% (419)	5% (94)	9% (155)	<b>2.23</b>
Help with housing costs	46% (810)	28% (491)	19% (344)	4% (66)	3% (59)	<b>1.91</b>
Help with utility costs	24% (415)	26% (449)	35% (616)	9% (162)	6% (114)	<b>2.49</b>
Help with transportation costs	62% (1108)	25% (439)	9% (165)	2% (43)	2% (33)	<b>1.58</b>
Help with healthcare costs	83% (1486)	12% (222)	4% (64)	0% (8)	1% (11)	<b>1.23</b>
Help with elder care costs	28% (485)	29% (513)	29% (519)	6% (106)	8% (138)	<b>2.37</b>
	<b>Total Respondents</b>					<b>1813</b>

Dependent Education	
Have dependents currently in college:	7.9% (n=1586)
Average cost of tuition (minus financial aid):	\$10,875/semester
Cost was a major factor in selecting a university:	54.7% (n=117)

HUCTW Members Years of Service, 2006	
0-3 years	40.1%
3-10 years	36.0%
10-20 years	16.4%
20+ years	7.5%

Elder Care	
Have elderly care expenses	4.6% (n=1600)
Average cost of eldercare	\$1064.28/month

Gender of HUCTW Members, 2006	
F	68%
M	32%

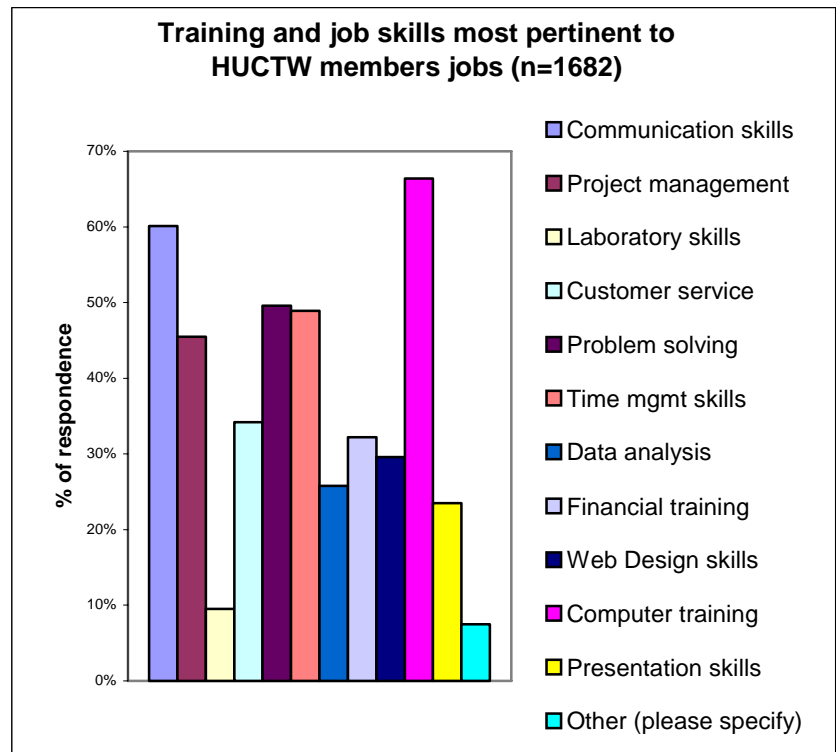
Number of HUCTW Members by Job Family, 2006	
General Administration, Finance, and Information Technology	63.1%
Arts	.5%
Athletics	.2%
Communications	3.4%
Facilities	4.0%
Health Care	1.8%
Library	9.6%
Museum	1.8%
Research	15.6%

HUCTW Members by Salary Grade, 2006	
47	3.2%
48	1.6%
49	2.8%
50	1.7%
51	12.3%
52	11.4%
53	40.1%
54	13.5%
55	13.5%

## Job Training and Job Skills

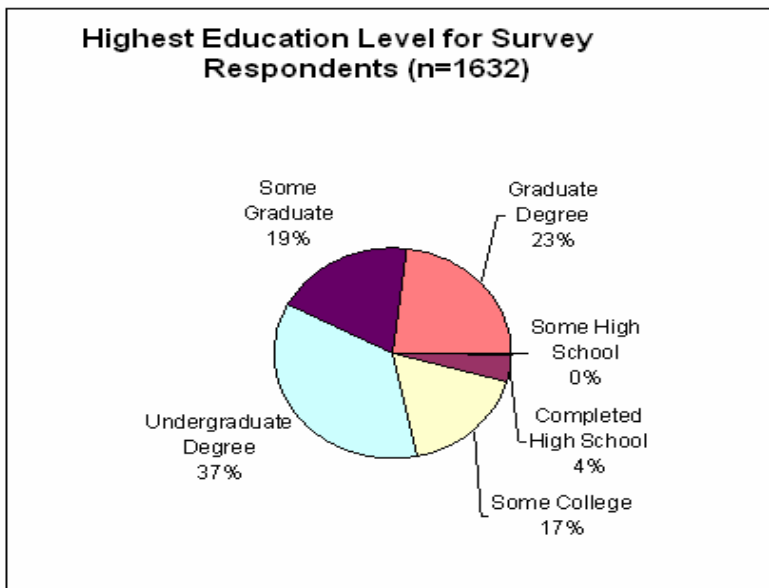
Most respondents indicated that computer training and communication skills are most pertinent to their jobs.

Project management, problem solving, and time management trainings were also highly valued. The majority of respondents received training through formal classes or on-the-job training from other staff members. A large proportion of respondents felt that formal trainings had fairly good accessibility and availability and found fairly satisfactory quality in formal and informal trainings.



### **Rating of available training programs:**

	<b>Very Good (1)</b>	<b>Fairly Good (2)</b>	<b>Neutral (3)</b>	<b>Fairly Bad (4)</b>	<b>Very Bad (5)</b>	<b>N/A (0)</b>	<b>Response Average</b>
<b>Ease of access to formal training</b>	25% (419)	34% (572)	22% (360)	9% (146)	5% (91)	5% (80)	<b>2.32</b>
<b>Availability of relevant training opportunities</b>	18% (295)	36% (594)	26% (439)	11% (189)	5% (82)	4% (68)	<b>2.48</b>
<b>Encouragement from supervisor to attend formal trainings</b>	32% (534)	24% (410)	24% (397)	8% (138)	7% (120)	5% (77)	<b>2.31</b>
<b>Satisfaction with formal training available in your area</b>	15% (257)	30% (505)	29% (483)	11% (188)	6% (98)	8% (128)	<b>2.59</b>
<b>Satisfaction with informal (on the job) training in your area</b>	19% (318)	29% (490)	26% (436)	12% (193)	7% (119)	6% (107)	<b>2.55</b>
<b>Total Respondents</b>							<b>1686</b>



## Education

Based on the survey responses, HUCTW members care greatly about life-long learning. Nearly 79% of respondents have completed their undergraduate college education.

In the open response section many identified tuition assistance through TAP and the HUCTW Education Fund as extremely important benefits. In fact, education assistance was identified as one of the most important financial programs at Harvard, second only to healthcare benefits. In the comments section several identified it as their reason to continue working at Harvard.

### Educational Pursuits

Currently enrolled in a degree program:	12% (n=1635)
Taking a class at Harvard:	71% (n=448)
Taking a class elsewhere*:	29% (n=448)
Taking a class for personal development:	15.4% (n=1635)
Plan to enroll in a degree program in the next 3 years:	21.3% (n=1635)

\*The university most respondents attended was Simmons followed by Boston University and Northeastern.

### Tuition Costs

Reported range	\$100 to \$3,750
Approx. average cost	\$950/semester.

### Release Time for Education

Many respondents reported they were unable to use release time to take classes.

Out of 1662 respondents only 26.9% reported having used negotiated release time to attend classes. The major reasons given for not using release time for education were not knowing about it and not having enough service to take advantage of the benefit. Several comments stated that supervisors and workload made it impossible for respondents to take a course. For more information about release time see Article III of our Agreement, Education and Career Development (p. 15).

### Tuition Assistance

Though respondents overall seem content with tuition assistance benefits, many voiced concerns about the details of tuition reimbursement programs.

Many were disappointed that they could apply for two classes at the Extension School only after 2 years of service.

Many also reported that application procedures for both TAP outside Harvard and the education fund are confusing and the whole process seems too bureaucratic. They reported difficulty in predicting whether a course will be covered by TAP, which deterred some from pursuing courses outside of the University.

### Educational Assistance Funds, 2006 academic year

Number of applicants to Education Fund:	376				
Amount paid out via Education Fund:	\$220,00				
Count of courses covered by TAP:	2,830				
Total amount paid by TAP:	\$3,827,457				
	<table> <tr> <td>Harvard</td> <td>\$3,395,460</td> </tr> <tr> <td>Non-Harvard</td> <td>\$431,997</td> </tr> </table>	Harvard	\$3,395,460	Non-Harvard	\$431,997
Harvard	\$3,395,460				
Non-Harvard	\$431,997				
Total amount paid by members:	\$241,346				
	<table> <tr> <td>Harvard</td> <td>\$133,347</td> </tr> <tr> <td>Non-Harvard</td> <td>\$107,999</td> </tr> </table>	Harvard	\$133,347	Non-Harvard	\$107,999
Harvard	\$133,347				
Non-Harvard	\$107,999				

Of 245 TAP applicants, 144 also applied for the Education Fund. These applicants to both funds got \$63,189.89 from the Ed Fund.

### Other Educational Costs

Many respondents also identified past student loans, especially for their undergraduate studies, as a continuing financial burden.

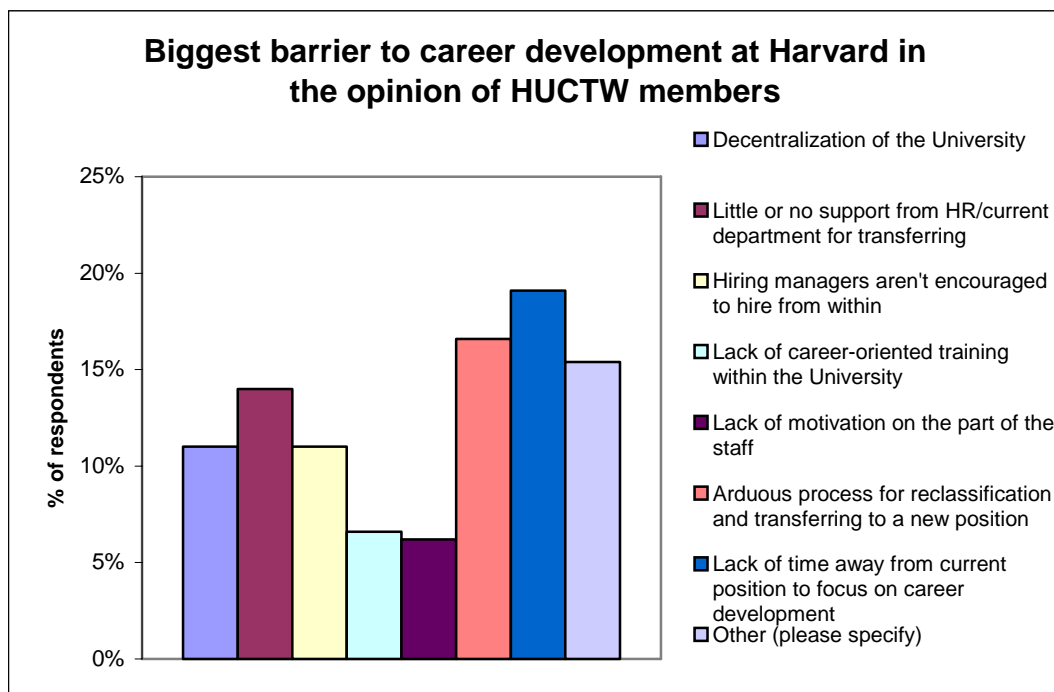
### Student Loans & Other Expenses

Currently paying student loans:	66.1% (n=1080)
Average payment:	\$249.45/month
Average cost of books:	\$214.24/semester

## Career Development/Reclassification

Although 53% of respondents (833) agreed, or strongly agreed, that their supervisors are supportive and encouraging of career development, many wrote comments indicating that they experience a lack of support, or active opposition, when they express interest in reclassification, training, or an internal transfer.

Respondents also perceived a preference in hiring for external candidates. Several voiced the crucial need for Human Resources and supervisors to be supportive in their roles vis-à-vis internal job candidates. Members expressed appreciation for the Center for Workplace Development's Career Week. Off-work-hours scheduling for training would also be helpful to many.



In the year from 7/1/2005 to 6/30/2006 the number of grade changes (reclassifications and promotions within a department) was **283**, or **6.3%** of all HUCTW staff.

### Responses on career development:

	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	N/A (0)	Response Average
<b>There are clear career paths in my job type/job family</b>	6% (92)	19% (310)	21% (349)	28% (458)	20% (331)	7% (109)	<b>3.41</b>
<b>I am expecting to move up a career ladder while at Harvard</b>	12% (199)	25% (413)	22% (359)	21% (345)	15% (239)	6% (92)	<b>3.01</b>
<b>My supervisor is supportive and encouraging of my career development</b>	20% (337)	33% (546)	25% (418)	9% (150)	8% (134)	4% (66)	<b>2.49</b>
<b>I frequently look at HIREs (on-line Harvard job) postings in hopes of moving to a new position within Harvard</b>	16% (261)	23% (378)	21% (345)	20% (324)	10% (166)	11% (179)	<b>2.83</b>
<b>I have been successful in moving to a new position while at Harvard</b>	9% (156)	21% (344)	13% (207)	12% (202)	12% (204)	33% (541)	<b>2.96</b>
<b>I have been successful in using the reclassification process</b>	5% (83)	11% (183)	16% (258)	11% (185)	13% (213)	44% (726)	<b>3.28</b>
<b>I have found courses at the CWD useful in helping me navigate my career.</b>	3% (45)	13% (212)	29% (470)	12% (201)	7% (113)	37% (602)	<b>3.12</b>
	<b>Total Respondents</b>						<b>1662</b>

## Supervisor Training

Many members responding to this part of the survey had supervisors they admired and appreciated.

There were some respondents who praised their supervisors for being very attentive and hands-on, and others who liked the fact that their supervisors were “not micromanagers.”

Some qualities respondents regarded as essential for a good supervisor:

- fairness
- flexibility
- supportiveness
- appreciation for good work
- willingness and ability to act as a mentor
- ability to communicate clearly (offering both praise and constructive criticism)
- ability to listen
- respectfulness
- interest in employee’s opinion
- understanding of family and/or health demands

### Respondents feel that supervisor(s):

	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5)	Response Average
Distributes work effectively and fairly among staff	23% (378)	37% (604)	19% (308)	15% (238)	5% (88)	2.41
Communicates information regularly regarding work/department goals	23% (368)	38% (613)	18% (283)	15% (248)	6% (104)	2.45
Effectively accommodates flexible schedules	45% (721)	34% (553)	12% (193)	6% (100)	3% (45)	1.88
Participates in resolving interpersonal problems	22% (352)	28% (447)	28% (456)	14% (222)	8% (126)	2.58
Attempts to give you work/projects that best suit your interest and skills	27% (428)	34% (553)	22% (362)	12% (200)	4% (70)	2.34
Acknowledges quality work	35% (567)	36% (584)	16% (252)	9% (141)	4% (71)	2.11
Provides feedback and constructive criticism in a comfortable way	28% (450)	34% (543)	21% (334)	11% (170)	7% (114)	2.35
	<b>Total Responses</b>					<b>1621</b>

## Flexible Schedules

The overwhelming majority of staff work full-time (35 hours per week).

Approximately one third (31.8%) of the survey respondents work, or worked in the past year, a flexible schedule by choice, most often because of child care or family obligations. The next most frequent reason was education/course work.

The majority of respondents, 87.7%, reported that they have never been denied a flexible schedule and many (40.0%) felt it was “fairly easy” to take time off from work for family and personal needs.

### Reasons for working a flexible schedule (Compiled from open responses):

	Response Percent	Response Total
School/taking a course	22.1%	113
Commute	8.6%	44
Childcare/family obligations	30.5%	156
Eldercare	2.5%	13
Other job/Internship/Career pursuit/Volunteer work	12.7%	65
Religion	0.4%	2
Health issues	2.4%	15
Flexible summer schedule	4.1%	21
Job requires working flexible hours/Mandatory flexible schedules	5.9%	30
Personal reasons/More productive during certain hours	8.0%	41
Not clear	5.5%	28
Other	5.7%	29
	<b>Total Respondents</b>	
		<b>512</b>

## Child care

The majority of respondents with children, 67% of 200, have one child in care.

For most respondents this is a child from birth to 5 years old (54.3% of 220). The cost of childcare varies greatly based on the number of children, the type of childcare, and the children's age.

Childcare Costs	
Have children	292 (~20%)
Currently have children in childcare	13.3%
Expect to have children in childcare w/in 3 years	2.2%
Average cost of childcare (mean)	\$726/month

### HUCTW Childcare Fund, 2006 fiscal year

Fund amount	\$475,000
Total estimated childcare costs	\$2,599,851
Range of costs per year	\$240 - \$36,000
Awardees	276
Average award	\$1893
Median % of cost covered	24%
Range of % covered	3% - 75%

## Wellness

The survey asked a range of questions to get a broad understanding of how HUCTW members feel about wellness programs, about participation, and about desire to participate in wellness offerings.

Of those that responded to this section, 58% reported that they had not participated in any wellness or health promotion program in the workplace. When asked why not, most responded that they can't find the time to attend (44%) and that no programs are conveniently available (25%).

When asked, "What do you believe would make HUCTW members more likely to participate in health and wellness promotion programs," a large number of respondents suggested reduced fees (918), and being able to attend on work time (997). This would suggest that of the 58% who have not participated, many have an interest, but not the ability to be involved in any programs currently offered at the University.

### Participation Rates of HUCTW Members for Various Benefits Plans, 2006

Health & Medical Insurance	92.3%
Dental Insurance	91.8%
Long Term Disability (LTD)	75.2%
Supplemental Life	39.6%
Flexible Spending Account (FSA) – Medical	14.9%
FSA – Dependent	2.2%
Tax Deferred Account (TDA)	32.0%

## Housing

Salary is a significant factor affecting home ownership;

a majority of those making less than \$50,000 are renters, while a majority of those making above \$50,000 are homeowners. Based on 1517 survey responses a majority of our members (56.50%) heat their homes with gas, and the average monthly cost for heating is \$145.86.

### Renters:

Rent	58.4% (n=1603)
Average cost	\$791/month
Live by themselves	51% (n=936)
Live with roommates*	49% (n=936)
Want to eventually own a home	80.1% (n=936)

\* 62% reported they live with roommates by necessity.

### Home Owners:

Own	41.6% (n=1603)
Average mortgage	\$1216/month

10% of 573 respondents reported not having a mortgage, either because they had paid it off or because they inherited their home.

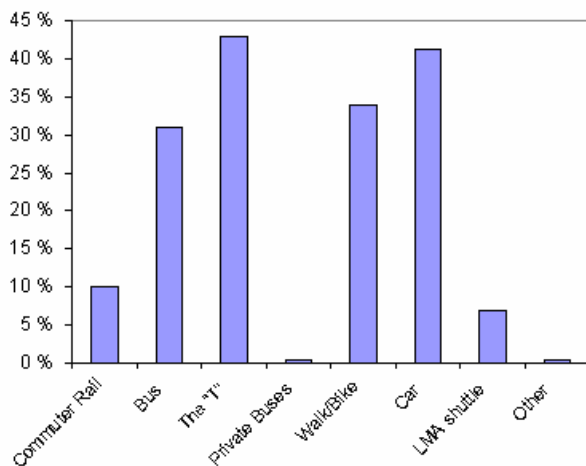
### How long homeowner survey respondents have lived in their current residence:

<b>less than 3 years</b>	<b>32.1%</b>	<b>206</b>
<b>4-10 years</b>	<b>33.8%</b>	<b>217</b>
<b>11-29 years</b>	<b>27.1%</b>	<b>174</b>
<b>30-50 years</b>	<b>5.6%</b>	<b>36</b>
<b>more than 50 years</b>	<b>1.4%</b>	<b>9</b>
<b>Total Responses</b>		<b>642</b>

### HUCTW Rental Transition Loan

Since its inception in July 2004 through December 2006, 236 members have used the Rental Transition Loan in amounts ranging from \$425 to the maximum of \$2500, for a total of \$472,601 in interest-free loans.

Ways survey respondents get to work  
(n=1603)



## Transportation

Respondents identified transportation benefits as the third most important financial assistance program.

As seen below, out of the 1603 respondents a majority either take the subway to work or drive. Round trip commuting times for survey respondents ranged between 2 minutes and 360 minutes, with an average of 67.35 minutes. Based on the open responses, it's clear that the recent increase in MBTA prices has put pressure on those living furthest away from campus.