



# What's Your Harvard Like?

The Harvard 2008 Staff Survey

## FACT SHEET FOR LEADERS AND MANAGERS September 9, 2008

### What is happening?

Harvard is commissioning its second University-wide staff survey, following up on the first survey in March, 2006. Called “**What’s Your Harvard Like?**” it will gather employees’ perceptions and opinions about their Harvard employment experience, including:

- relationships with leaders, managers, and coworkers;
- the day-to-day work experience;
- opportunities for learning and career advancement;
- work/life balance;
- pay, benefits and recognition.

Harvard President Drew G. Faust has endorsed the survey, saying, “this October, we will be asking staff once again for their candid assessment of the employee experience at Harvard...I hope you will take this opportunity to share your views with us, so that we can evaluate our progress...and develop the most effective solutions to the issues identified.”

### When is it happening?

The survey will be conducted for **two weeks** from **October 22 through November 5, 2008**. Results will be returned beginning in January.

### Who should take the survey?

All members of Harvard’s non-temporary **staff**, including administrative and professional, clerical/technical, and service and trade employees should take the survey. The University has set a goal of 70% participation. (In 2006, we set a goal of 60% participation, and had a 66% response rate.)

### What’s in it for staff?

The survey provides a safe, confidential way for employees to give Harvard feedback on their work experience, and to identify things the University should do in order to be the best possible place to work.

Each day the survey is open, prizes will be awarded to individuals who enter a voluntary raffle after completing the survey. Specifically, a Garmin nüvi360 GPS (automotive street navigator) and a Panasonic Lumix 12.2 mega pixel digital camera will be awarded each day the survey is open. Local units are also encouraged to create their own promotions and incentives to generate awareness and participation.

### **Why is Harvard doing the survey?**

In the words of President Faust, “we need to be a wonderful place to work – a place that offers support and educational opportunities, that respects cultural diversity, and allows people to build lives and careers...”

The survey is expected to provide valuable insights into the engagement of the Harvard workforce. Harvard Provost Steven E. Hyman has called engagement, “that inspired commitment that can yield extraordinary results.” Organizations with engaged employees grow faster, have lower turnover, and higher productivity.

The survey will allow the University to measure its performance as an employer from the perspective of its employees and in comparison to leading employers. It will help Harvard's schools and units to gauge progress since 2006, prioritize additional workplace improvements, and to measure the results. And the survey will help identify units within Harvard that excel at engaging staff so that best practices can be shared.

### **How will people access the survey?**

Beginning on October 22, an email with a link to the web-based survey will be sent to those staff members with a work email address in PeopleSoft; a paper survey (in multiple languages) will be prepared and individually addressed to those without email. The paper surveys will be distributed by local HR and via campus mail, and will be returned by employees via U.S. mail in a prepaid envelope.

### **What does taking the survey involve?**

As in 2006, the survey is expected to take less than 20 minutes to complete, on average, including write-in comments. This year's survey is slightly shorter than the one in 2006, with the number of items reduced from 94 to 88. All staff members should be given paid time during their regular workday to complete the survey.

### **How will staff be made aware of the Survey?**

A communication and direct mail campaign to employees, beginning October 1, is planned. It will include an email from the President, a direct mailer promoting the survey and the prize raffle, reminder emails, and a special supplement to the October *Resource* which promotes the survey and provides a summary of actions taken in response to the last survey. Employees will also be directed to the Survey webpage on HARVie at: [www.harvie.harvard.edu/Working at Harvard/Staff Survey](http://www.harvie.harvard.edu/Working at Harvard/Staff Survey).

Once again, we will mobilize an “extended team” of over 200 volunteers to put up posters, distribute premiums, and generally help Harvard “get out the vote.”

### **Supplementary Information**

**Aside from the survey being a little shorter, are there any other changes to expect in 2008?**

Yes. We will be changing the way we capture demographic information about survey respondents.

Rather than asking employees to answer 14 demographic questions about themselves as we did in 2006, we will extract the data from PeopleSoft in advance so that it can be associated with each person's survey response. This approach is called "data tie-back," and here's how it will work.

Before the survey, Harvard will extract the demographic records of all staff in the survey sample as of October 1, 2008, including either an email address, or for those without an email in PeopleSoft, name and campus address. This data will be securely transmitted to Hewitt Associates.

Those with an email address will receive their survey invitations and subsequent reminders directly from Hewitt. The email will contain a unique URL that each person will click on to take the survey. When the survey is completed, Hewitt will associate (or tie back) each employee's survey response to his or her demographic record. The survey will not ask for any demographics, except for whether the staff member's manager is another staff member or a faculty member.

A paper survey booklet will be produced for each staff member without an email address. We will need to specify in advance, when we provide the data extract, if the employee needs a survey in Spanish or Portuguese. Otherwise it will be produced in English. The survey booklet will have a code in the footer (for example, HVD001) so that when the survey response is data-entered by Hewitt, it can be associated with the employee's demographic record.

The paper survey booklet will be put in a sealed envelope, with the employee's name and campus address on it. (A postage-paid envelope for return to Hewitt, and postage-paid raffle entry card will also be enclosed.) The booklets will be distributed via local HR and campus mail.

Since 2006, this approach has become typical for Hewitt's clients who, like Harvard, are large employers with robust demographics already resident in a system like PeopleSoft for every employee. This approach allows us to limit the length of the survey by using the demographic data we already have. We expect this approach to improve accuracy as well. It also allows us to electronically secure the survey without the hassle of assigned user names and passwords.

Based on these factors, the Core Team for the project comprised HR practitioners from both central and local HR has unanimously recommended this approach,

**How will employee confidentiality be protected?**

Employee confidentiality will be carefully safeguarded throughout the survey process.

Results will be reported back to Harvard by Hewitt Associates, our survey consulting and web hosting partner, in aggregate. **Harvard will never have direct access to the detailed survey data, or the associated demographic data.**

As in 2006, results will not be visible or reported in isolation for any group (or any demographic subgroup) of fewer than 10 respondents. However, the survey responses of all employees will be “counted” in the overall averages for the workgroup, tub, and University.

**What support will be provided to employees who require assistance taking the survey?**

The paper survey will be available in three languages: English, Spanish, and Portuguese. Translation and reading assistance to take the survey will also be available upon request from the Bridge to Learning and Literacy Program at 6-2216.

Staff members with disabilities who may require assistance to take the survey either online or on paper should be referred to Michael Ricca in the Office of Human Resources at 6-4289, or the University Disability Coordinator at 5-1859.

**When and how will people hear about survey results?**

Leaders will receive briefings on University-wide results beginning in late January. In February, schools and departments will receive and begin to distribute local survey results. Employees will begin to hear about results in the spring (April) through the *Resource* newspaper and local communications.

**How will Harvard support and encourage follow-up on results?**

After the initial briefings, organizational leaders and HR officers from across the University will have the opportunity to participate in workshops led by organizational development consultants from the Center for Workplace Development (CWD). The workshops will explain how to interpret survey results and begin action planning.

Action plans will be due to Vice President for Human Resources Marilyn Hausammann by the end of April, 2009.

However, this is only one step in an iterative, organization-wide process that will entail sharing results, action planning, and follow through at the University, tub and local levels.

**What is the survey timeline?**

October 22, 2008	Survey opens. Distribution of emails and paper copies to all non-temporary staff begins
November 5, 2008	Last day to complete the web-based survey
November 15, 2008	Last day paper surveys accepted via U.S. Mail
January-March, 2009	Results, briefings and action planning workshops provided to University and tub leaders
April, 2009	University-wide results reported to employees via <i>Harvard Community Resource</i>
April 30, 2009	University and local response plans due to Vice President for Human Resources
January, 2010	First status report due for actions taken in 2009

**Who can I contact for more information?**

Contact Project Leader Mary Ann O'Brien (6-7437, [maryann\\_o'brien@harvard.edu](mailto:maryann_o'brien@harvard.edu)) or Project Coordinator Michael Ricca (6-4289, [michael\\_ricca@harvard.edu](mailto:michael_ricca@harvard.edu)) with questions or comments.

## **International Project HR Checklist for FAS Departments**

FAS Human Resources • October 2008

*Not all items below are necessary for every project. Project staff will go through this list with an HR consultant to identify key information.*

*This checklist is intended for projects that involve employees or contractors working outside the U.S., except for business trips shorter than 90 days by Harvard employees. A similar review may be required for some domestic activities outside Massachusetts.*

### **Table of Contents**

#### *I. Information from the department*

- A. Project summary
- B. What activities will occur abroad?
- C. Where and when will activities occur?
- D. Who will be working abroad  
(and for how long)?

#### *II. HR planning by department and FAS Human Resources*

- A. FAS and University reviews and approvals
- B. Business requirements and legalities
- C. Visas and work authorization
- D. Safety and security
- E. Legal structure
- F. Relevant laws
- G. Contracts
- H. Payroll and taxes
- I. Expatriate compensation and benefits
- J. Local-hire compensation and benefits
- K. Contractor pay
- L. Recruiting

**Section I: Information from the department.**

- A. General summary of the project and its history.
1. Project purpose.
  2. Harvard Schools and departments involved.
  3. Project partners or affiliated entities (by country).
  4. Project funding.
  5. Summary of who has already worked overseas on this project (if anyone).
  6. Legal counsel and HR/payroll service providers (if already identified).
  7. Harvard offices that have already reviewed the project.
  8. Legal structure (if decided).
- B. What activities will occur abroad?
1. Nature of activities (by country).
  2. Income-producing activities (if any), including fundraising.
  3. Politically sensitive activities (if any).
- C. Where will activities occur?
1. Primary locations (country and city).
  2. All countries with any activity.
  3. Approximate dates (by country).
  4. Office, residential, or other sites occupied by Harvard or affiliated entities (if any).
  5. Other fixed locations used for the project.
  6. Safety and security measures taken (if any).
- D. Who will be working abroad (and for how long)? *For each position, provide the following info:*
1. Position.
    - title or role
    - number of positions with this title or role
    - range of duties
    - supervisor
    - managed by Harvard or partner?
    - is there an organization in the host country that could sponsor a visa?
  2. Assignment.
    - primary location (country and city)
    - other work locations (country and city)
    - dates and duration (by country)
    - single trip or multiple entry?
  3. Person (to the extent it's known).
    - recruited from U.S., host country, or a third country?<sup>1</sup>
    - name of any candidate in mind
    - countries of citizenship or permanent residency
    - current tax home
    - current Harvard employee?
    - current employee of a partner organization?
    - any outside positions or assignments to be held concurrently
    - amount of time spent in host country over past year

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<sup>1</sup> If the search is focussed on the host country, then the person will usually be treated as someone recruited from the host country even if he/she is actually from a different country.

- has U.S. / USD bank account?
- 4. Intended compensation and benefits (could change after review).
  - pay amount and frequency
  - currency basis (U.S. dollars, host country currency, other)
  - employment benefits?
  - relocation benefits?
  - business travel paid by Harvard?
  - other expenses paid by Harvard?

**Section II: HR planning by department and FAS Human Resources, in consultation with OGC, etc.**

- A. FAS / University reviews and approvals.
- B. Business requirements and legalities.
  1. Are the activities legal?
  2. Do any activities require permits or government approvals?
- C. Visas and work authorization.
  1. What visa is appropriate?
  2. Is a work permit required?
  3. Does the visa require a local sponsoring organization?
  4. Does the visa require employment by a resident firm (e.g. not Harvard)?
  5. Will we pay a vendor to help with the visa application?
- D. Safety and security.
  1. Will workers be covered by International SOS (ISOS)?
  2. Is there a State Dept travel warning, or does ISOS indicate high risk?
  3. What immunizations and other health measures are recommended?
  4. What safety measures should be put in place?
  5. What orientation is necessary?
  6. Should cell phones or satellite phones be provided?
  7. Will we be able to evacuate employees and contractors in an emergency?
  8. Should the workers sign releases?
  9. Contact the Insurance Office about necessary coverages.
- E. Legal structure and registrations.
  1. Operating entity (e.g. Harvard, local corporate entity, partner organization, or contract firm).
  2. Hire as employees or independent contractors (may vary by position)?
  3. Required corporate / employer / tax registrations and filings.
- F. Relevant laws.
  1. Limits on the hiring of foreigners.
  2. Currency restrictions.
  3. Work hours, breaks, overtime limits, premium pay (daily/weekly overtime, weekend, holiday, night work, etc.), exemption from overtime.
  4. Statutory time off (paid or unpaid), including vacation, holidays, sick time, work-related injury/illness, non-work-related injury/illness, maternity/paternity, wedding leave, etc.
  5. Statutory bonuses and gratuities (e.g. subsidized housing, transportation, or meals).

6. Allowable termination reasons, and situations in which termination is not permitted.
7. Statutory severance, and when it is required.
8. Employment contracts and handbooks.
9. Unions or works councils.
10. Employee data privacy.
11. Records retention.
12. Hiring and pre-employment screening.
13. Anti-discrimination and quotas.
14. Import-export.
15. Other (minimum wage, child labor, occupational safety, etc.).
16. U.S. laws with extraterritorial application (bribery, import-export, discrimination, etc.).

G. Contracts (employees or contractors).

1. Which workers should have contracts?
2. Are fixed-term employment contracts allowed?
3. What probationary period is allowed?
4. Are English-language contracts enforceable?
5. What provisions are required by law?
6. Travel and other expenses.
8. Confidentiality.
7. Intellectual property.
9. Harvard name.
10. Termination clause.
11. Code of conduct?
12. Should the contract be governed by U.S. or host-country law?
13. Who signs the contract?

H. Payroll and taxes (employees and, depending on country, some contractors).

1. Use Harvard payroll or outside firm?
2. Pay employees by check, EFT, wire, or cash?
3. Pay in U.S. dollars or local currency?
4. Withhold / pay U.S. or host-country social security taxes?
5. Withhold / pay U.S. or host-country unemployment, workers' comp, and other payroll taxes?
6. Withhold U.S. or host-country income taxes?
7. Determine total payroll costs.
8. Can an assignment be structured to avoid tax residency?

I. Expatriate compensation and benefits (employees).

1. Base salary (U.S. basis).
2. Cost of living adjustment.
3. Cost of housing adjustment.
4. U.S.-style benefits (to the extent possible).
5. International SOS.
6. Harvard paid time off (or similar).
7. Other statutory requirements.
8. Relocation and repatriation.
9. Annual trip home (and trip home in case of emergency).
10. U.S. and host country tax briefings.
11. Tax preparation help?

12. Tax equalization?
13. Primary/secondary school tuition for dependents?
14. Language classes for employee and dependents?

J. Local-hire compensation and benefits (employees).

1. Local market salary (in local currency).
2. Locally appropriate increases.
3. Key benefits at levels similar to U.S.
4. Locally appropriate paid time off.
5. Other statutory requirements.

K. Contractor pay.

1. Fee schedule.
2. U.S. or local-currency basis?
3. No benefits, except perhaps ISOS.
4. Expense reimbursement?
5. Business travel paid by Harvard or contractor?

L. Recruiting.

1. Job descriptions.
2. What is target market?
3. Hire recruiting firm?
4. Pre-employment screening?