

Handwritten list of names, including: Kristina Murphy, Aurea Luciani, Alicia Lakymite, Kristine Venker, Doris Dumas, Heatherly Carter, Marianna Mironice, Cynthia Palmieri, Rick Loquerte, LeAnn Jemist, Manuel Pala, Celia Gine, SPADIA AZIZ, Irene Czesnyak, Michael Smalynsky, Anna Maria Usano, Gayle Denise Oshlan, Hilda Oliver, Cynthia Haccis, Katy Marie, Kristine Tye, Mary Ellen Mariani, Jennifer Corso, BETSY VOZZA, Elaine Kane, Willa Marion, Lauren Wallace, Christa Kerkaszi, Attagracia Miles, Jelle Armstrong, Shaana Torres, Sheryl Richebelli, Lisa PALMER, Phyllis LAWRENCE, Shannon Dawson, Lesue Raderize, Karol Lavery, Carl Rist, and many others.



SEPTEMBER 2009

CONTRACT SUMMARY

Highlights of the new Local 34 Collective Bargaining Agreement

Handwritten list of names at the bottom of the page, including: Vermetta Polite, Melissa VanTime, Katie J. Hawkins, Anna DiFazio, and others.

OUR NEW CONTRACT

Dear Sisters and Brothers,

It is with great pride and excitement that we present you with this booklet outlining the key changes in the historic agreement reached with Yale University in April 2009.

The agreement is historic in part because of the extraordinary process that produced it. Through partnership, not conflict, we were able to address challenges in the workplace with solutions that work for union members and for the University.

To reach an early settlement at Yale speaks volumes about the progress we have made in our union-management relationship since we embarked together on the Best Practices initiative

in 2003. This agreement makes clear the wisdom and foresight of the vision both parties shared at the beginning of the previous contract, when we all saw that a new relationship was necessary—and possible.

But the agreement is also historic for what it accomplishes. In the face of an extraordinarily difficult economy, we have secured wage growth. Despite healthcare costs skyrocketing around the country, we have not only kept our free coverage, but have also won significant improvements to the Yale Health Plan.

And perhaps most significantly of all, we have won the right for our union to grow as Yale grows. As Campus West and other new ventures loom brightly on Yale's horizon, we are excited to report that Local 34 will have an important place in every new

and expanded laboratory, library, clinic and office across the University.

This new contract was possible because of an extraordinary commitment to partnership on the part of the members of Local 34. Time and time again, union members across the campus insisted that the union and the University creatively solve problems, while upholding the Union Standard created here by twenty-five years of successful collective bargaining.

This contract is a tribute to the strength, solidarity and vision of the members of Local 34. We thank you for the countless ways you contributed to this victory, and congratulate you on a job well done.

Laura Smith, *President*

Cathy Meyerson, *Staff Director*



Pictured left to right: Bruce Alexander, Yale University Vice President for New Haven and State Affairs; Cathy Meyerson, Local 34 Staff Director; Jane Savage, Director of Best Practices; Laura Smith, Local 34 President; Mike Peel, Yale University Vice President for Human Resources

JOB SECURITY AND WAGES

Local 34's chief priority is to ensure that all clerical and technical employees at Yale are secure in our jobs, that our pay and benefits and working conditions are fair, and that we are treated with respect for the hard work we do every day for the university.

Throughout our 26 year history, we have made much progress toward increasing our wages. In our first contract in 1985, we created our salary structure to ensure that our very low wages would grow in a number of ways, including both across-the-board and annual step increases, so we would at last be able to reach our salary grade maximums.

Our Goals:

- **Ensure that Local 34 salaries remain competitive with the market.**
- **Keep the Local 34 salary structure intact (steps and across-the-boards).**
- **Maintain and improve Local 34 job security.**

But even with good raises for a number of years, at the time we settled our 2002 contract, our Local 34 salaries were below market averages. One of the goals of that contract was to ensure that our wages were increased significantly, particularly for those at the low end of the labor grades. And we achieved that goal: today, with our July 2009 raise, Local 34 salaries are at or above the market for nearly every job category.

As we negotiated this new contract, we made sure that our salaries remained competitive with the market, and that we maintained our salary structure.

As the national economy worsened and Yale signaled its plans to lay off many C&Ts, we knew Local 34 also had to focus on keeping all C&Ts secure in our jobs. With a hiring freeze and more laid-off staff members in the Pool, we needed more guarantees that we will get the positions that do open.

For the first eighteen months of the contract, during which Yale intends to lay off C&Ts, we won improvements that give us more time in the Pool, provide more and better training to qualify us for the positions that become available, and create incentives for the University to hire layoffs into open positions. Then, beginning in January 2011, we also secured solid wage growth and maintained the salary structure that makes our wages so competitive.

JOB SECURITY

New placement efforts and protections will affect primarily laid-off C&Ts, but also internal hiring. These special considerations apply during the period March 31, 2009 to December 31, 2010 unless otherwise noted.

Additional Protections for Laid-off C&Ts

- Current layoffs, and C&Ts who become laid off, will receive a minimum of six (6) months in the IEP.
- Laid-off C&Ts who have not attained a permanent position by the end of their IEP time will be extended on a month-by-month basis for a period up to one-half of their original IEP time.
- A laid-off C&T who works in an IEP assignment of 20 or more hours per week and which continues beyond 6 months shall have her/his IEP time extended for an amount equal to the length of that assignment.
- Laid-off C&Ts in the IEP who have not attained a permanent position by the end of their IEP time will maintain their seniority for 30 months, an increase from the current 18. Also, any job applications they submit after their IEP time ends will be given layoff priority within that time.
- The University will not replace bargaining unit work of laid-off C&Ts with student casuals.

Enhanced Placement Efforts

- Before a C&T job is posted, the Job Search Team and HR Staffing will try to match the position with qualified laid-off C&Ts prior to the position being posted.
- C&T jobs will be posted only to laid-off Staff Members and internals for the first 14 days.
- Qualified laid-off C&Ts will be interviewed before all other candidates, followed by internals and then externals.
- Yale will offer a variety of incentives, including financial ones, to departments willing to hire layoff candidates.
- If a laid-off Staff Member has applied for a posting, the hiring decision for the posting will be reviewed by the Union-University Job Search Team before an offer is made.
- Laid-off C&Ts hired into permanent positions and the departments that hire them are eligible for a 90-day trial period. At the end of the trial period, either the laid-off Staff Member or the department may reverse the hiring decision.
- Yale and Local 34 agree that between March 31, 2009 and December 31, 2010, a majority of open bargaining unit positions should be filled by laid-off C&Ts and internals.

- The University has agreed to add a third person to the Union Job Search Team for a period of two years to work full-time assisting Local 34 members to be hired into open positions.
- The Job Search Team, HR Staffing, and the Learning Center will work together to design a meaningful training program for job search skills (i.e. interviewing and resume-writing).
- The University will develop training opportunities for laid-off Staff Members in the research, clinical and financial job families, including on-the-job training, and to link the training to specific IEP assignments.

Measures of Success

The Union and the University will work together to monitor this agreement regarding the placement of layoffs and internals. The success of these efforts will be assessed on March 31, 2010, using two measures:

1. Were at least two-thirds of the C&Ts laid off as of September 30, 2009 permanently placed?

AND

2. Was a majority of C&T positions with qualified layoff candidates actually filled by layoffs?

If Yale fails to meet both of these standards, then, for the remainder of 2010, the University will be required to refer only qualified layoff and internal candidates for C&T job postings in grades C and D.

Job Security in the Medical School

- Local 34 jobs in Yale Medical Group practices will remain University jobs.
- Local 34 jobs in other University clinical operations will be provided opportunities for clinical practice positions if those jobs are transferred to other employers.
- New Yale Medical Group clinical practices in the Greater New Haven area will be union.

1984

BUILDING THE UNION STANDARD 1984-2009

In Local 34's first contract, C&Ts win impressive raises, improved pensions, and for the first time, a dental plan is available, both to Local 34 and Local 35 members. The salary step structure ensures robust salary growth.

1988

A completely new job description and classification system is introduced. Job audits, the ability to make sure work is classified and compensated fairly, also debut.

1992

Considered by many to be the "Job Security Contract," the Interim Employment Pool debuts along with other job security provisions, including the joint Job Search Team.

1996

The pension plan is supplemented with a voluntary 403(b) plan, with contributions matched by the University.

2002

With major changes to the pension multipliers, this contract sees most staff members' expected pensions double. Sick time can be cashed in at retirement. We also won Labor Grade E, a new opportunity for

advancement. The contract laid the foundations for the Best Practices initiative with the promise of a new relationship between the unions and the university.

2009

The promise of Best Practices is realized in a peaceful, early contract settlement including improved job security, an expanded Labor Grade E, and significant growth of the Local 34 bargaining unit.

RAISES

JULY 2009	2010	JANUARY 2011	JANUARY 2012
Second half of last raise of 2002 contract	Extended Pool time, improved placement efforts, and evaluation of placement success	2% across-the-board raise plus step increase, or half-step for C&Ts at maximum*	2% across-the-board raise plus step increase, or half-step for C&Ts at maximum*
Extended Pool time and improved placement efforts			
<p>*Step Increases</p> <ul style="list-style-type: none"> • Step increases for those who have not yet reached the maximum of their grade and whose rate of pay is no greater than the step equal to their completed years of service. • Staff Members at or above the maximum salary for their grade will receive a seniority premium equivalent to one-half of a step in their grade in both 2011 and 2012. 			

Labor Grade and Compensation

HOURLY MINIMUM AND MAXIMUM RATES BY LABOR GRADE			
LABOR GRADE	JULY 2009	JANUARY 2011	JANUARY 2012
Grade A minimum	14.86	15.16	15.46
Grade A maximum	20.21	20.66	21.07
Grade B minimum	16.73	17.06	17.41
Grade B maximum	22.75	23.22	23.68
Grade C minimum	18.71	19.08	19.47
Grade C maximum	25.44	25.90	26.51
Grade D minimum	20.95	21.37	21.80
Grade D maximum	28.49	29.07	29.61
Grade E minimum	23.47	23.94	24.42
Grade E maximum	31.91	32.52	33.22

HEALTH BENEFITS

Investing in Your Health, Investing in the Yale Health Plan

The Yale Health Plan is not only the most cost-effective healthcare option we have, it is also a model of care management that we think holds the promise of higher quality care.

Healthcare decisions are among the most important choices we make. Few other choices can have so much impact on our lives and our families. Given the complexity of navigating all the different options and services, practices and policies, no one should face those choices alone. Healthcare

experts recommend having a team of healthcare professionals and support staff working together to make sure you get the care you need for all aspects of your health. We are working to make it possible to have that incredible experience of care, all under one roof, and all just minutes away from your workplace. It's a model of healthcare that understands that all our health choices are linked together, and require teamwork to address most effectively. It's also a model that works with how - and where - you work. We believe our members deserve the absolute best health care possible, and in this agreement, we have made a commitment to realizing that vision here at Yale.

Our Goals:

- **Improve quality of care at YUHS**
- **Increase coverage for medical services**
- **Control cost of providing health benefits**
- **Maintain free/affordable coverage**

That's why we are investing so much effort into making the Yale Health Plan into the best healthcare solution around. We believe that having a

community of clinicians working closely together to provide comprehensive care is the best way to bring an unparalleled healthcare experience to our members. We believe that preventive and coordinated care in the workplace contributes not only to a more cost-effective healthcare solution for us and for Yale, but also, more importantly, to a solution that provides higher quality healthcare as well.

A Partnership for Healthcare

With this contract, we have made changes and improvements to our health benefits under the Yale Health Plan. Most importantly, the Union and the University have agreed to forge a lasting partnership around enhancing our health benefits. A central focus of this joint effort will be to support and encourage changes to improve Yale University Health Services (YUHS), the on-campus clinic where most of us receive our care. In summer 2010, YUHS will relocate to a new, state-of-the-art facility just a few blocks from its current location on Hillhouse Avenue. The goal of our joint work is to make sure that, when this move takes place, YUHS will have a new system which provides patients the best possible access to appointments and to care from their clinicians. We expect that you will be able to see your primary care clinician, when you want to, without having to wait.

In order to help us all meet the challenges of rising healthcare costs, while continuing to build on the benefit level Local 34 members have worked hard to achieve, a key feature of this agreement is that starting July 1, 2009, all new employees represented by Locals 34 and 35 will be required to select the Yale Health Plan for their health coverage for their first three years of employment at the University. This requirement will help toward the goal of controlling costs for the period of time that new hires must remain in YHP. But more importantly, this new feature gives both the Union and the University a powerful financial incentive to improve the quality of care at YUHS.

The joint union-management Health Benefits Enhancement Team will work on other projects aimed at quality and service, as well. This team will explore how to improve the patient experience at the YUHS pharmacy by looking for ways to provide greater convenience and to help patients reduce their pharmacy-related expenses. The Team will work with University and YUHS administrators and clinicians to find innovative ways to provide better care for the chronically ill and to obtain better patient feedback, so that together we may identify further opportunities to improve our healthcare at Yale.

Better Value and Coverage through the Yale Health Plan

In July, YHP benefits changed in many positive ways. The Union and the University don't want members to have to leave YHP to find benefits through the Aetna plan that YHP currently doesn't offer. Some of the key changes include:

- YHP members with qualifying children between the ages of 19 and 25 will no longer have to pay a monthly fee in order to keep these children covered through YHP.
- Chiropractic services will be reimbursed for the first time, up to 12 visits per year at a maximum reimbursement of \$50 per visit.
- Infertility services will be reimbursed up to a lifetime maximum for \$20,000 for all employees covered by our contracts—in both Aetna and YHP (instead of \$5,000 for YHP members and \$15,000 for Aetna members).

New Pharmacy Benefit

Everyone represented by Locals 34 and 35, regardless of which health plan—Aetna or YHP—will have a new pharmacy benefit. On July 1, 2009, YHP members moved from their current pharmacy benefit to this new plan, which includes the following features:

- *No deductibles* to pay before your coverage begins;
- *No annual maximums* on what the plan will pay for your prescriptions;
- *No coinsurance payment* (currently 20% of the cost of your prescriptions).

SERVICE	OLD BENEFITS	NEW YHP
Durable Medical Equipment including orthotics (crutches, slings, wheelchairs)	\$100 deductible, member pays 20% up to \$5,000 annual maximum of total costs	No deductible 100% covered up to \$5,000 annual maximum
Home Health Care	30 days per year	120 visits per year
Infertility Services	\$ 5,000 lifetime maximum	\$20,000 lifetime maximum
Inpatient Hospital Rehabilitation	Lifetime limit 30 days per member	No Limit
Podiatry	\$ 1,000 annual maximum (coverage dependent on diagnosis)	No Limit
Transplants	Max \$/case = \$1,000,000	No Limit
Acupuncture	None	Only covered as an alternative to anesthesia
Hospice	Not Listed Cos ts charged against other benefits such as Home Health Care	Covered, except for bereavement and respite
Hearing Aids for children under 12	None	Maximum \$1,000 within 2 years per child

Complete benefit guides are available online at yale.edu/uhs/handbooks/

Instead, you have fixed, low co-pays for your prescriptions. For up to a 30-day supply, you pay:
 \$5 per prescription for generic medications;
 \$20 per prescription for preferred brands;
 \$30 per prescription for non-preferred brands.

This new plan also offers savings and convenience through a mail order program. In the coming weeks, this new feature for YHP members will offer many advantages:

- Instead of making frequent stops at the pharmacy for medications you need on an ongoing basis, you will be able to order many of these medications through the mail.
- For up to a 100-day supply through the mail, you will have the same co-pays as you do for a 30-day supply at the pharmacy (\$5, \$20, \$30)

Yale Health Plan Changes

The table below details coverage changes in the Yale Health Plan. When your care team determines that the following services are necessary, the Plan will cover the services at the levels described below.

Mental Health Changes

The Union and the University are working together to develop new Mental Health benefit plan for all staff members in compliance with new federal parity guidelines. Details will be announced in time for the Open Enrollment period in the fall, and will go into effect in January 2010.

Aetna Plan Changes

There are no changes to the Aetna premium formula, or to the Aetna office visit copay structure.

On January 1, 2010, Aetna members will move to the same new pharmacy benefit. Many Aetna members already take advantage of the convenient mail-order program, and as of January 1, 2010, the new prices (\$5, \$20, \$30) will apply to them, as well, for up to a 100-day supply of a prescription medication.

When this change takes place next year, Aetna members may notice a change in how clinicians prescribe medications, with a greater emphasis on generic and certain name-brand medications. Aetna will implement new prescribing guidelines (called a formulary), which are geared toward ensuring quality as well as controlling costs. The Union will be working with the University to monitor these guidelines.

It's important to note that your clinician will not try to take you off of whatever name-brand medications you are already taking. You will have the new co-pay for that prescription, but you will continue to have coverage. Of course, if you choose to explore possible savings through moving to a generic or less costly name-brand alternative, then you should consult your clinician.

The other significant change for Aetna members is the enhanced infertility coverage, now expanded to \$20,000 for all staff members, regardless of YHP or Aetna membership.

UNION GROWTH

For many years, Local 34 members have been concerned that clerical and technical work at the University is done outside of the bargaining unit, whether by temporary or casual workers, or by management. As we entered into this round of talks with the University, making sure that the Union would

grow in step with Yale's unprecedented expansions, at Campus West and elsewhere, was a top priority. Ensuring the growth of our Union not only safeguards our bargaining power, but extends the excellent wages and benefits we have negotiated over the past decades to more workers at Yale.

At the same time, we know that our members want their Yale work to provide career paths and opportunities for advancement. Members are concerned that promotion has been far too difficult to achieve, and all too often has meant becoming management and losing out on Union security and benefits. So expanding and opening Labor Grade E was also a top priority for this contract.

Expansion of Grade E

Many more Labor Grade E jobs will be created by examining work done by current C&T and M&P job classifications in all job families, to include:

Accounting, Administration, Clinical, Communications, Computing and Information Systems, Data Processing, Development, Editing and Teaching, Financial, Library, Museum/Curatorial, Research both Medical (MSS) and Humanities (HSS), Research Support, Safety and Security, Secretarial Service, Student Services, Technical Support

After the completion and implementation of the new and revised grade E criteria, the University and Local 34 will partner on the creation of joint training programs to enhance promotional opportuni-

ties for Staff Members into Grade E positions. These programs may be created as part of job advancement efforts in the joint University/Local 34 Clinical and Research Operations projects.

Our Goals:

- **Growth in numbers. Thousands of us signed the Union Standard Petition, which expressed the hope that "as Yale prospers and grows, Local 34 should too."**
- **Job security in the Medical School, to keep our work from moving to other employers and Yale-New Haven Hospital.**
- **Job advancement opportunities and clear career paths for C&Ts, within the bargaining unit**
- **Attaining new levels of excellence in patient care and in the research environment.**
- **Clarity, transparency, fairness and consistency in the job classification process**
- **Making sure that C&T work remains in the bargaining unit**

Clinical Operations

The Union and the University will jointly choose a clinical practice and work together to transform it into “a model of service excellence by focusing on the patient experience and market competitiveness.” Success of this pilot program may lead to expansion of Local 34 work into new clinical practices in the Greater New Haven area and along the Shoreline.

Additionally, the Union and the University will work together to create new career paths in the clinical job classification families by examining all aspects of the current system including training, job descriptions, standards for clinical practices, and audit procedures.

Research

The Union and the University agree to work together to improve the training environment for research assistants, in order to foster a workforce of qualified, highly accomplished, dedicated and flexible research assistants. This project will lead to the creation of career paths and advancement opportunities in research jobs.

The project will also address how best to create pathways to new bargaining unit jobs for research assistants who are laid off from their positions because the grants funding their work have ended.

Future joint work may include ways to involve Research Assistants more fully in scientific inquiry, such as work process design, and a pilot project at the West Campus to rethink research operations and work processes.

Flexibility

In discussions with the University, we tried to address Yale’s concerns about operational flexibility. For example, the Local 34 paid time off structure that works on the academic campus was an obstacle for clinics and research departments. In exchange for considering Yale’s need for flexibility, we secured the assurance that Local 34 work will grow, particularly in the clinical and research areas, which are an increasingly important and rapidly growing part of Yale’s operations.

We agreed that new C&T hires would have the Local 35 paid time off structure. Much of Local 35’s work has been on a year-round, around-the-clock schedule for decades, and so these changes address the University’s interests regarding flexibility, while still ensuring a good paid time off package for new employees.

Paid Time Off Structure for New Hires in Local 34 effective July 1, 2009

- There will be no change to the paid time off structure for employees hired before July 1, 2009.
- C&Ts hired after July 1, 2009 will have the **Local 35** paid time off structure.

	C&Ts Hired before July 1, 2009			C&Ts Hired after July 1, 2009			
YEARS AT YALE	0-2	2-15	15+	0-4	5-9	10-19	20+
VACATION	12	22	22	10	15	20	25
SICK	12	12	12	12	12	12	12
HOLIDAYS	8	8	8	8	8	8	8
RECESS	6	6	6				
PERSONAL	4	4	4				
FLOATING HOLIDAYS				6	6	6	6
BONUS VACATION			5+ <i>(see 2002 contract)</i>				
TOTALS	42	52	57+	36	41	46	51

AN HISTORIC AGREEMENT

September 2003

The settlement of the 2002 contract includes language for union-management partnership through Best Practices.

Spring 2007

Changes to the Fair Labor Standards Act make some M&Ps eligible for the Local 34 bargaining unit. The union and university work together closely on the transition.

Summer 2007

Yale University purchases the Bayer Pharmaceutical grounds in West Haven and Orange, now called Campus West.

Spring 2008

Thousands of C&Ts attend departmental meetings to view the Union Difference DVD and discuss the challenges and opportunities presented by the next contract. Having a place in Yale’s expansions, and maintaining the Union Standard of benefits emerge as important priorities.

Fall 2008

Through Best Practices, joint working groups begin to discuss contract issues and develop solutions that address the concerns of both union members and the University.

Spring 2009

2800 Local 34 members sign the Union Standard petition, affirming the union’s commitment to Best Practices and to maintaining the Union Standard, the excellent level of benefits and compensation achieved by 25 years of collective bargaining at Yale.

April 1, 2009

At a standing-room only membership meeting at the Center Church on the Green, Local 34 President Laura Smith announces a tentative agreement with the University.

April 14, 2009

Thousands of Local 34 members come to Battell Chapel to vote to ratify the new contract.

Temporary and Casual Work

The Union and the University have agreed to centralize control of the enormous temporary workforce and redirect this work to the bargaining unit through the formation of a joint Union-University Temporary Employment Board (TEB). The Board will create a Yale Temporary Employment Office (TEO) to monitor, measure, report and track temporary employees at Yale. This project will be overseen by the Best Practices Policy Board.

A Temporary Floater Pool (TFP) of bargaining unit members will be created to keep C&T work within the bargaining unit. Temporary assignments will be offered first to C&Ts in the IEP, followed by C&Ts working in the new TFP.

Initially, the TFP will consist of 10 positions, and will be adjusted according to need and the success of the project.

- Staff members working in the TFP will not be eligible to bid on other University positions for 6 months after being hired.
- Staff members in the TFP may be required to work on holidays or recess days, receiving time-and-a-half for work on holidays.
- Staff members in the TFP hired by the University before July 1, 2009 and the new paid time off schedule will be entitled to alternative paid time off if they work on holidays or recess days.

All University departments requiring temporary employees will have to contact the TEO about their needs. All temporary employees, including direct hires and agency temporary employees, will be registered with the TEO. Assignments of less than one week in duration may be approved by the TEO for direct hiring or outside temporary agencies.

WHAT STAYS THE SAME

This booklet describes only the changes made to our contract. Everything else, such as our pensions, the Homebuyer Program, tuition reimbursement or sick time payout, remains in place.

Pensions

The retirement benefit formula is unchanged from the 2002 agreement, which achieved landmark improvements to our pensions, nearly doubling the payout projection for retiring C&Ts. Local 34 is

proud to have one of the strongest, most secure retirement benefits in the country through our defined-benefit pension plan.

A defined-benefit pension is a retirement payment determined by your salary at retirement and the number of years you worked at Yale. The university then pays you a monthly pension for the rest of your life. That's different from a 401(k) or 403(b), in which you take part of your paycheck, which is in part matched by the employer, and invest the money. A defined-benefit pension isn't money you've already earned - it's a separate, guaranteed payout from Yale.

Of course, for staff members who want to set aside additional income as retirement savings, our

contract also continues to include optional supplementary contribution plans, TIAA-CREF or Vanguard.



Looking Ahead to Labor Peace

This agreement represents a milestone in the transformation of labor relations at Yale. Both the Union and the University are committed to further developing our partnership and to pursuing the kinds of joint work that made this agreement possible. To that end, we have agreed to commence discussions on the next contract no later than 18 months previous to the end of this agreement, July 15, 2010. We firmly believe that with dialogue, cooperation and mutual respect, we can continue to make Yale an exceptional place to work.

JoAnn Falato Elizabeth Meloni Jessica Reyes Aves Brooks Dawn M... Elizabeth J. Kilham Jonathan... Joe Sweeney Sumner... Michael... Suzanne... Yin Wan... Siti... Allison... Philip... Lyle... Arthur... Cecilia... Shannon... Stacey... Dorita...	Rosmary... Dana... Karen... Stacy... Anna... Karen... Lisa... Joy... Von... Teresa... Fabryn... Donna... Claire... Susan... Lynn... Kimberly... Pamela... Suzanne... Kathy... Christine... Angela... Elizabeth... Danna... Kathleen... Rose... Audrey... Monica... Maureen... Nicholas... Samantha... Stephanie... Briar... Selby... Pat...	Anna... Barbara... Tanya... Cassidy... Chris... K... Vicki... Christina... Thomas... Eric... Jeremy... Elizabeth... Kathleen... David... Amy... Richard... Anna... Serena... Mary... Sara... Angela... Lori... Anast... Anita... Debra... Janice... Maggie... Susan... Harriet... Margaret... Daniels	Rosemary... Nada... Sherrill... Christina... Danielle... Linda... Dana... Carol... Lolly... Dawn... John... Carmen... M... Glenn... Mary... Neil... Ariel... Sara... Mary... Sharon... Barbara... Paula... Lisa... Grace... Sarah... Janora... Mary... Tina... Cheryl... Lynn... Karyn...	Gale... Elizabeth... Amanda... Barbara... Debbie... Jan... John... Kathleen... Susan... Pauline... Janice... Linda... Gerr... Marge... Nancy... Dorothy... Judith... Jeanne... Rachel... Sharon... Angela... Sherry... Rebecca... Ros... Jenny... Celady... Jessie... Joan... Lida... Brit... Lisa...
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Local 34 Federation of University Employees in affiliation with Unite Here

Sharon... Patricia... L... Deborah... Dorota... G... Susan...	Joseph... Joanna... JOAN... Frederick... Rebecca... Bonnie... B... Ursula... Marie... Deanna... Verde	Grace... Lynn... Marly... Bruce... Cori... Eric... Fred... Selby... Pat...	Beth... Rachel... Beth... Emel... Samantha... ELLEN... Laura... Daniels	Carol... Natalia... Kristin... Karin... Ann... Lynn... Lynn... Lynn...
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