

June 24, 1991

Professor Gaddis Smith, Director  
Yale Center for International & Area Studies  
85 Trumbull Street

Dear Gaddis:

I received your letter of June 20, 1991. I must say it did not fill me with joy.

As regards the statements by Ms. Claire Calonico of Yale's Labor Relations, quoted by you, I am amazed at the *prima facie* willful ignorance and distortions they display.

(1) Ms. Salome has been performing work at home since 1973, and she has the records to show this. To refer to this as "at least the past two years" is a bit rich.

(2) Ms. Salome has *not* been setting her own rate of pay for hours when she works at home. Bill Parker and I set these rates of pay. Your letter suggests we don't have the authority to set these rates. That should be an issue that is easily settled. Regardless of what Bill Parker and I can or cannot do, Ms. Salome did not and does not set her own rate of pay.

(3) Yes, Ms. Salome has been transmitting the hours worked at home (and all other casual work done by others on the Mellon grant) electronically to Payroll. She should be commended for this. Encouraged by Payroll, Heather has moved into the last decade of the 20th century. Every payment transmitted electronically to Payroll has been submitted in writing to Bill Parker, and has been approved and signed by him. I think it is time for Labor Relations to move into the 20th century.

(4) Ms. Calonico is troubled by the fact that the work that Ms. Salome performs at home is unsupervised. This attitude betrays ignorance and is insulting. Even when they work in the office, the Senior Administrative Assistants are unsupervised. Ms. Calonico realizes that nothing contractually or legally prohibits this. Quite so. Why then bring it up? The clear implication is that Ms. Salome cannot be trusted to work properly without supervision and/or report her hours correctly. I strongly repudiate this implication. The arrangement works well for all concerned.

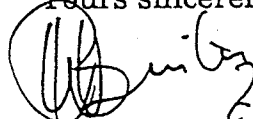
Your quotes from Ms. Calonico suggest strongly that from somewhere in central university administration, a harassment campaign is being directed against Ms. Salome. I am encouraging her to take this up with Local 34, as it is quite intolerable and quite probably in breach of contract.

Clearly, these issues require further consideration and discussion. A first reading of your two alternative "solutions" suggests that neither one is acceptable. To initiate a new procedure immediately, without a proper review of all the issues, would be premature. And in no event would I agree to any change based on the false premises quoted—and not refuted—by you in your letter.

As far as I'm concerned, the issue of who can set what rates of pay for casual work is still open. Until we have a chance to review this matter in the Fall, we shall, however, to avoid unnecessary complications, for the second job, pay the "regular earning rate" of \$15.00 per hour.

I am leaving tomorrow (Tuesday, June 25th) for Holland. Apart from a few days in July (21-23) I will be out of town until Labor Day. I suggest we review the issues raised in your letter then.

Yours sincerely,



Willem H. Buiter

WHB

cc: William N. Parker