

Office of the Vice President for Human Resources and Equal Opportunity Officer

The mission of the [Human Resources Department](#) (HR) is to advance a vibrant and diverse work community where individuals and groups thrive and contribute to MIT's excellence. Our overall goal is to provide a variety of services and programs that create a positive work environment, assisting our leaders, faculty, and staff in their efforts to achieve MIT's mission.

The work of the last year focused on our key objectives to attract, develop, engage, and retain exceptional faculty and staff; support faculty and staff members in achieving financial security, health, and well-being; prevent diversion of Institute resources, disruption of operations, or reputational damage that could result from noncompliance with legal requirements, labor or workforce unrest, or other issues related to human resources; and create value for MIT and its people by leveraging the Institute's intellectual resources and institutional purchasing power.

The “Employee Value Proposition”: Why People Choose to Work at MIT

Much of HR's activity focuses on the employee value proposition and enhancing the employee experience.

In the area of benefits, a cost-saving pension plan was implemented over the past year. In addition, administration of new benefits was finalized for long-term-care insurance, coverage of autism therapies, and gender confirmation surgery.

HR is partnering with the MIT Supplemental 401(k) Plan Oversight Committee to streamline MIT's current investment platform. This effort is consistent with fiduciary responsibility best practices and feedback from MIT community members. In addition, work is advancing through the Employee Benefits Oversight Committee to develop a sustainable health care strategy. Finally, the David H. Koch Childcare Center was opened, doubling campus capacity. The success of that center influenced decisions to design a facility at Lincoln Laboratory.

Efforts continued in talent management/development for MIT staff members at all levels. A proposal was developed and accepted for a transformative compensation initiative that includes building and implementing a new salary structure and offering updated guidelines, titles, job descriptions, and tools for administrative and support staff. In partnership with the assistant deans, HR completed the overhauling of career paths and titles for department/lab/center and sponsored research staff financial jobs this past year.

HR implemented a comprehensive web-based performance review process for use in the administrative areas. In addition, the onboarding process for new employees received a major makeover, including the development and launch of a new application on Atlas to improve the hiring experience.

A comprehensive plan to increase MIT's opportunities to attract, develop, engage, and retain MIT staff was drafted and will be implemented in the next two years. An element of this plan, a mentoring initiative, was piloted with seven pairs of mentees and mentors over six months. "Careers Across MIT" and other career panels took place in the last. In addition, the internal applicant portal was enhanced to support employee development and mobility. More enhancements will occur in the next year.

There were significant advancements in the areas of culture and environment. HR completed the pilot year of four new MIT employee resource groups: African, Black, American, Caribbean (ABAC); Asian Pacific American (APA); Latino; and Lesbian, Bisexual, Gay, Transgender (LBGT). These groups directly support MIT president Rafael Reif's charge for a more "caring community," as well as the executive vice president and treasurer's guiding principles of "inspiring an inclusive and open environment" and "caring for and nurturing people."

HR also began planning its diversity and inclusion efforts to align with and support the new Institute Community and Equity Office. As it has done over the past three years, HR provided programming and communications support for the annual Institute Diversity Summit.

Lastly, the Collier Medal was awarded for the first time as part of the annual Excellence Awards celebration. It was presented to the 56 volunteers who operate MIT Emergency Medical Services, a student-run ambulance service.

Supporting Broader Workforce Objectives

Other key HR activities support MIT's broader objectives regarding its workforce, such as recruitment, compliance, and labor and employee relations.

An online sexual harassment prevention training course for new employees was conceived, developed, and implemented in partnership with the Office of the Dean for Student Life, the Office of the General Counsel, the Office of the Dean for Graduate Education, the Violence Prevention and Response Team, and the Institute Community and Equity Office. The course is designed to meet the requirements of the new federal Campus SaVE Act. HR continues to provide support for international initiatives, working closely with the Office of Major Agreements and the Office of the Vice President for Finance to streamline the review and approval process for employees who work outside the United States.

The Applicant Tracking System, launched last year, received several system enhancements. We implemented a new employee orientation program and an onboarding site on Atlas.

A director of affirmative action was hired to oversee campus and Lincoln Laboratory affirmative action programs. The director, along with partners across the Institute, successfully completed an audit conducted by the Department of Labor's Office of Federal Contract Compliance Programs. Current efforts include implementing new regulations for veterans and individuals with disabilities.

The Office of Labor Relations negotiated three-year agreements with SEIU (Service Employees' International Union) Lincoln and the Research, Development, and Technical Employees' Union that run from July 1, 2014, to June 30, 2017. Three-year agreements were also reached in the summer of 2013 for SEIU Campus and the Campus Police Association (both from 2013 to 2016). Currently, HR is negotiating with the Security Officers' Independent Union.

FY2014 Key Statistics

- Customer service representatives fielded approximately 20,000 email, telephone, and in-person inquiries.
- HR administered \$3.6 billion in MIT 401(k) assets with 19,200 participants and a participation rate of 83.4%. It also administered MIT's pension, with \$3 billion in assets and 25,500 participants.
- The office processed application information for 34,000 unique job seekers, and approximately 1,600 individuals were hired (45% academic staff, 39% administrative/support/service staff, and 16% sponsored research staff).
- More than 1,000 individuals used the Skillsoft online learning tool and 180 received career counseling.
- HR handled approximately 1,400 requests for extended sick leave, family medical leave, workers' compensation, long-term disability benefits, accommodations, interpreting services, and death claims.

Upcoming Projects

Several major projects (some as noted above) are planned for the next three years, as follows:

- Design and implement a new compensation structure to attract, engage, and retain exceptional faculty and staff (expected phase 1 completion in 2015, phase 2 in 2016)
- Streamline 401(k) investment offerings to create additional value for participants and mitigate risk (expected completion in 2015)
- Design and implement a contemporary health care strategy to promote community health, improve value for participants and the Institute, and ensure compliance with the Affordable Care Act (ongoing, expected to extend through 2018)
- Implement new affirmative action regulations for veterans and individuals with disabilities and improve the results of the affirmative action program for women and minorities (multiphase, expected to extend through FY2017)
- Implement talent development initiatives to drive efforts in support of MIT's mission of attracting, developing, and retaining exceptional talent (ongoing, expected to extend through FY2016)
- Create an integrated HR information and reporting system by providing easy access to HR information and functions for managers and other individuals (discovery phase expected in FY2015)

Staff Demographics and Personnel Changes

This year marked a transition in the leadership of HR. With the retirement of the vice president for human resources, the role is being filled on an interim basis by Anthony P. Sharon, deputy executive vice president.

We have approximately 70 full- and part-time staff committed to serving more than 40,000 current and former employees, retirees, and their families. HR manages a combined benefits budget of \$360.5 million.

Forty-one percent of administrative staff members are women, and 11% are underrepresented minorities; corresponding figures for support staff members are 14% and 6%.

There were eight new hires over the past year, with no transfers or promotions. In addition, there were five voluntary departures, including the retirement of the vice president for human resources.

Anthony P. Sharon

Deputy Executive Vice President/Interim Vice President, Human Resources