

Office of the Vice President for Human Resources

The mission of the [MIT Human Resources Department \(HR\)](#) is to advance a vibrant and diverse work community where individuals and groups thrive and contribute to MIT's excellence. Strategic priorities and accomplishments during fiscal year 2018 correspond to HR's strategic priorities established in consultation with MIT stakeholders.

Strategic Priorities

Managing Our Talent

As the labor market continues to be competitive, our practices, processes, and systems should ensure that we fully leverage, develop, promote, and retain our current talent as well as efficiently recruit new talent.

All areas of HR play a role in helping the Institute manage its talent. The following are examples of activities that supported this priority in FY2018.

Attracting and Retaining Employees

- Created a career development function to raise the visibility of career growth and advancement at MIT through programs and workshops that support career exploration, development, and transitions.
- Advanced the MIT Compensation Initiative by creating 650 job descriptions and reviewing 725 community feedback items related to these descriptions; initially assigning 4,700 administrative, sponsored research staff, and support staff employees to new job descriptions; and identifying 385 benchmark jobs to inform salary structure development.

Creating an Inclusive Environment

- Expanded diversity outreach and recruitment efforts by convening a recruiters' roundtable that brought together those who serve in recruitment roles across the Institute to work more strategically and deepen our relationships with external organizations, including Work Without Limits and the Hanscom Air Force Base Transition Management and Family Readiness Center.
- Expanded support and programming for the Employee Resource Groups (ERGs): African, Black, American, Caribbean (ABAC); Asian Pacific American (APA); Disabilities (new in FY2018); Latino; Lesbian, Bisexual, Gay, Transgender, Queer (LBGTQ); Millennials; and Women in Technology (WIT).
- Added a diversity and inclusion specialist to the staff diversity and inclusion team in an effort to actively support and grow the ERG framework.
- Developed a diversity and inclusion workshop series focused on supporting MIT managers and staff in advancing inclusion and equity in their practices and processes to foster a respectful and inclusive community.

- Convened an implicit bias facilitators summit that brought together MIT faculty, students, and staff.
- Partnered with the Office of the Provost and the Office of the Chancellor (Title IX and Bias Response Office) to launch sexual misconduct prevention training for all current MIT faculty and staff that yielded a 99% participation rate.

Professional Development

- Produced the second annual People Matters Conference which served to inspire, develop, engage, and connect the HR community at MIT.
- Conducted more than 60 professional development programs and workshops, reaching 1,996 individual participants.
- Produced Careers Across MIT, the annual networking event that welcomed nearly 500 individuals. Attendees had the opportunity to learn about professional development at MIT, explore career opportunities at the Institute, and meet representatives from HR and departments, labs, and centers (DLCs) to learn about the work they are doing.

Communication, Engagement, and Special Events

- Concluded the MIT employer branding initiative by delivering a verbal and visual system that includes new recruitment and benefits collateral such as brochures, prospective candidate packaging, new pop-up banners, and a series of employee profile videos.
- Increased the mailing list for *People Matters*, the monthly e-newsletter, from approximately 900 to 1,200 employees.
- Moved to the final phase of the HR website redesign, which will integrate the HR, careers, and new employee sites into one robust, engaging, and transactional website.

Managing Talent Summary

The combined activities of attracting, recruiting, and retaining our employees allow us to engage and develop employees so that we can fully utilize our talent, creating an inclusive environment that is competitive and reflects MIT as an employer of choice.

Aligning Human Resource Services with Customer Needs

We continue to review policies, procedures, and programs to ensure that they support the community and enable DLCs to achieve their objectives. In addition, we educate the community on new and/or revised HR policies, laws, and resources.

All areas of HR play a role in helping the Institute respond to customer needs. The following are examples of activities that supported this priority in FY2018.

- Released the High Deductible Health Plan, a new offering, to all MIT employees during open enrollment in October 2017.
- Expanded community outreach to local youth by hosting the Salemwood School visit and providing paid internships for the Cambridge Summer Youth Program.
- Released the new paid parental leave benefit enhancement—which provides up to 20 days of paid leave to eligible new parents, including birth mothers, spouses, domestic partners, and those who are parents through surrogacy, adoption, or foster placement.

These local and Institute-wide services enable MIT to meet the needs of all employees, including our international community members.

Strengthening Our Compliance, Technology, Processes, and Measurement

We continue to advance compliance and client services and strengthen administrative processes through effective use of technology, a focus on continuous improvement and administrative excellence, and ongoing measurement of effectiveness.

All areas of HR have a role in helping the Institute strengthen compliance, technology, processes, and measurement. Here are examples of activities that supported this priority in FY2018.

- Began automating the Children’s Scholarship Plan and the Child Care Scholarship Program, moving from Filemaker to SAP.
- Identified a viable solution for curbing the growth of pharmaceutical and specialty drug costs for MIT with no impact on employees.
- Established an HR analytics function to support HR managers in decision making and operations improvement.
- Created and offered new compliance training opportunities to all MIT human resources professionals. This included training all campus faculty and staff on sexual misconduct prevention as well as the new Massachusetts Equal Pay Act.

These activities keep MIT compliant, streamline processes, and produce concise data for analysis. Such efforts will ultimately assist leaders in making high-impact decisions that support the Institute’s mission and vision.

Selected Highlights

Among the many strategic activities that occurred this past year, a few stand out due to their impact on the Institute.

Recognizing the critical importance of data analysis, we officially established a data analytics function embedded within HR in December. This process began with the hiring of a data intern and led to the hiring of an analytics manager to better track, share, and implement data. This new feature will help us dig deeper into the MIT workforce and how it functions, which will inform our decisions about programs, benefits, and

services. A close analysis of our data will enable us to understand how people are consuming information, as well as when, why, and for what purposes. These data and their impact will ultimately help us evolve as an institute.

Another highlight was the second annual People Matters Conference—a day of learning and exploration for MIT human resources professionals that was held in March with 143 attendees—which focused on relevant themes such as diversity, inclusion, and collaboration. This was a successful day during which new programming and training opportunities were presented, including a session on creating an inclusive environment and a keynote on neuroscience. In addition, new technologies introduced include the conference mobile app and a live polling platform.

Finally, the department created a career development function to raise the visibility of career growth and advancement at MIT. This function was developed as a means of enhancing the ability of employees to identify career paths at the Institute, assisting employees in creating individual development plans that support their career growth, and implementing programs and workshops that support career exploration, development, and transitions.

Personnel, Staff Demographics, and Key Statistics

HR has 89 full- and part-time staff committed to serving more than 40,000 current and former employees, retirees, and their families. There are 71 administrative staff members within the department, of whom 72% are female, 68% are white, and 32% are members of minority groups. Among the 18 support staff members, 72% are female, 44% are white, and 56% are members of minority groups.

Key HR statistics include the following:

- A total of 36,372 unique job seekers submitted applications through MIT's Applicant Tracking System.
- Benefits customer service representatives fielded 16,446 inquiries via email, phone, or in-person visits.
- HR manages a combined benefits budget of approximately \$328 million.
- There are 30,700 vested participants in the medical plan: 22,700 active medical participants with dependents, 2,200 employees who have opted out of medical, and 5,800 retirees enrolled in medical.

Disability Services processed approximately 1,800 requests for extended sick leave, family/medical leave, MIT parental leave, workers' compensation, long-term disability benefits, accommodations, and interpreting services.

Lorraine A. Goffe
Vice President for Human Resources