

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.

The following is a report on the strategic priorities and accomplishments of FY2017 corresponding to HR's strategic priorities established in consultation with MIT stakeholders.

Strategic Priorities

Manage 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 support this priority:

Attracting and Retaining Employees

- Created a hybrid recruiting model for high-demand roles that includes ongoing recruitment for these positions and provides a slate of candidates to hiring managers as soon as there is an opening
- Updated the MIT New Employee Orientation session to provide an inspiring welcome to new employees
- Supported a new Employee Resource Group (ERG) for Disabilities that reached one thousand participants through ERG events and programs
- Continued development and delivery of Diversity and Inclusion training (unconscious bias, intercultural differences, etc.)
- Contracted with Diverse Issues in Higher Education to increase online visibility of MIT jobs to diverse candidates
- Continued to advance MIT Compensation Initiative:
 - Created 650 job descriptions and reviewed 725 community feedback items related to these descriptions
 - Initially assigned 4,700 administrative, sponsored research staff administrative, and support staff employees to new job descriptions
 - Identified 385 benchmark jobs to inform salary structure development

Creating an Inclusive Environment

- Convened VP Diversity and Inclusion Administrative Group (Human Resources, Division of Student Life, MIT Libraries, Office of General Counsel, Information Systems and Technology, Vice President of Finance, Communications, and Resource Development) to meet quarterly to better leverage the multiple diversity and inclusion efforts taking place across the Institute
- Sponsored the Council on Staff Diversity and served on the Committee on Race and Diversity and Institute Staff Alignment Team
- Collaborated in the development of a diversity and inclusion scorecard to enable the Institute to maximize efforts and communicate accomplishments
- Increased diversity of employees, at all levels of the Institute, by using Affirmative Action data to help stakeholders make sound hiring, promotion, and termination decisions
- Conducted individual and group training on the Enriching Diversity application to approximately 30 people
- Participated in recruitment events focused on diversity and veterans: Work Without Limits; 17th Annual Diversity Employment Day Career Fair; Association of Latina Financial Administrators Latina Summit; and Hiring Our Heroes

Professional Development

- Produced first annual professional development day for MIT HR professionals
- Created three new tools for MIT managers and leaders: Strategic Planning Guide, Career Planning Guide, and Executive Onboarding Resources
- Conducted over 57 workshops for the community on professional development
- Reached 1,996 participants via HR training programs and workshops
- Sponsored and ran the annual networking event, Careers Across MIT, attended by 600 people

Communication, Engagement, and Special Events

- Led the MIT Employer Branding Initiative:
 - Hired communications firm and finished first phase of discovery consisting of focus groups and interviews (with a total of 75 people), benchmarking, and data analysis
 - Worked on the development of branding reflecting an MIT-centric graphical identity and messaging; created recruiting and benefits collateral
- Developed a user-friendly [video](#) that explains how-to recognize employees at MIT

- Continued distributing monthly online newsletter, [People Matters](#), increasing the mailing list to more than 950 employees
- Sponsored and produced a US citizenship workshop for 60 MIT employees

Aligning Services with Customer Needs

Review policies, procedures, and programs to ensure they support the community and enable the departments, labs, and centers to achieve their objectives. Educate the community on new or revised (or both) HR policies, laws, and resources:

- Rolled out new employee assistance program called MIT MyLife Services
- Introduced new retirement benefit option, Roth post-tax 401(k)
- Developed and delivered a new retirement workshop series that covers the emotional and financial aspects of planning for retirement
- Opened new childcare center at Lincoln Laboratory
- Designing new high-deductible health plan for the 2018 benefits open enrollment
- Streamlined the affirmative action planning reports by making them available via the Enriching Diversity application versus mail distribution
- Simplified affirmative action data to advance MIT's ability to attract and retain talent

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

Strengthen Compliance, Technology, Processes, and Measurement

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:

- Completed a year-long effort to develop an HR data security framework to safeguard HR data, successfully addressing HR data security audit
- Implemented and piloted the Enriching Diversity application currently available to the executive vice president and treasurer
- Transitioned to an online solution for the I-9 process to improve compliance and processed 6,000 I-9s
- Documented and identified backup for 10 critical processes as part of continuous improvement efforts
- Through mobile technology, upgraded how Facilities employees manage work orders, resulting in less paperwork
- Designed and built a complaint resolution website to include an online submission form and FAQs

- Saved MIT roughly \$4 million by implementing automatic cash-outs of pension values of \$5,000 or less
- Updated sexual harassment policy, revised nondiscrimination and retaliation policies
- Reviewed 275 positions and reclassified 40 jobs to comply with new Fair Labor Standards Act regulation.

These activities keep MIT compliant, streamline processes, and produce concise data for analysis. This effort will ultimately facilitate leaders making high-impact decisions to support the mission and vision of MIT.

Vice President for Human Resources

Three strategic activities during FY2017 stand out as they are unprecedented and will have a long-lasting positive impact on the Institute.

First was the creation and execution of the first-ever, day-long conference for HR professionals across the MIT community. This professional development day, the People Matters Conference: the Future of HR, consisted of a panel of industry leaders, workshops, a showcase, networking, and a distinguished keynote speaker from MIT's Sloan School of Management, Professor Emilio J. Castilla. The workshop topics covered HR analytics, diversity and inclusion, and future trends in human resources. Postconference survey results confirm that this will become an annual event: 84% of respondents said that the conference met or exceeded expectations and 90% noted that the keynote met or exceeded expectations. One conference participant advised: "Keep investing in us."

Second was the initiation of an employer branding initiative for the Institute. Due to a competitive job market, record low unemployment, and rising rates of turnover, the branding initiative was started to attract and retain MIT employees. The communications firm Sametz Blackstone Associates was hired and by the end of FY2017, qualitative and quantitative data had been collected and analyzed, messaging created, and work had begun on creating new recruiting collateral. Stakeholders from across the MIT community participated during the discovery phase of the initiative, and the response was overwhelmingly positive—both in relation to working at MIT and in terms of the initiative itself.

The third activity was the convening of MIT vice presidents from various administrative areas to coordinate, discuss, and strategize regarding MIT diversity and inclusion efforts. The gathering was an opportunity to highlight the support MIT HR can provide to these areas. MIT human resources is particularly qualified to offer specific information related to diversity and inclusion efforts. This meeting is expected to continue taking place on a quarterly basis.

Developing HR professionals, branding the Institute as an employer of choice, and advancing MIT's diversity and inclusion efforts clearly will have both short- and long-term positive impacts on MIT.

Personnel Changes, Staff Demographics, and Key Statistics

Human Resources has approximately 87 full- and part-time staff committed to serving more than 40,000 current and former employees, retirees, and their families.

- There were 50,296 total applications submitted through MIT's Applicant Tracking System and 30,427 were unique job seekers.
- Benefits customer service representatives fielded 17,286 inquiries through email, phone, and in-person visits.
- Human Resources manages a combined benefits budget of approximately \$346 million.
- The total vested participants in the medical plan were 32,500.
 - Actives, medical with dependents: 25,000
 - Employees who opt out of medical: 2,500
 - Retirees enrolled in medical: 5,000

Disability Services processed approximately 1,730 requests for extended sick leave, family medical leave, MIT parental leave, workers' compensation, long-term disability benefits, accommodations, and interpreting services.

Demographic Breakdown of Staff

There are 68 administrative staff members within HR: 72% are women, 28% are men, 73% are white, and 27% are members of underrepresented minority groups. Among the 19 support staff members, 79% are women, 21% are men, 58% are white, and 42% are members of underrepresented minority groups.

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