

## Office of the Vice President for Human Resources

The mission of [MIT Human Resources \(HR\)](#) 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 that spanned FY2019, all of which correspond to HR's strategic priorities established in consultation with MIT stakeholders.

### Highlights

Among the initiatives and efforts of the past year, a few stand out because of their impact on the Institute.

We began the year with the launch of our new digital presence, [hr.mit.edu](http://hr.mit.edu), integrating the human resources, careers, and new employee websites into a single comprehensive resource. This effort established a connectedness to the Institute and its mission, and provided a more transactional and transformational experience for all visitors. The website stems from our employer rebranding initiative and was built based on user feedback and after having been tested by many in the MIT community.

In April, we implemented the Compensation Initiative—a four-year effort to create a single pay structure to enable MIT to effectively retain, develop, and recruit staff, as well as to make better-informed pay decisions. The Compensation Initiative reflects MIT's commitment to providing equitable, consistent, and competitive pay for every one of its employees.

In the Benefits arena, we issued a global benefits request for proposal (RFP), in partnership with Willis Towers Watson Global, to ensure MIT expatriate employees, local nationals, and third-country nationals are provided adequate benefit coverage and ancillary support programs.

Focusing on the Institute's efforts in the area of diversity and inclusion, we launched the search for a new director of staff diversity and inclusion. This role will report to the Vice President for Human Resources, and will sit within the newly formed MIT Human Resources' Diversity and Inclusion and Affirmative Action function—an integration of two existing areas. The director will serve as a leader to support MIT's commitment to workforce diversity, inclusion, and equality, and will serve as an innovator to work across MIT to build programming, share best practices, ensure compliance, and unify existing efforts. The director's role will very much align with the efforts of the new Institute Community and Equity Officer (ICEO) and associate provost, both of whom will work to advance departments' efforts to create a more inclusive and diverse academic community.

This summer, in an effort to strengthen MIT's relationship with the city of Cambridge, we coordinated a six-week summer youth employment program that impacts students by providing valuable work experiences. This year, 14 departments took part by hiring a student, a 55% increase in departments, labs, and centers (DLC) participation. In addition to recruiting students through Cambridge youth organizations, the K-12 community outreach administrator in the Office of Government and Community Relations

introduced us to a third youth organization, expanding this year's recruitment efforts and strengthening HR's local partnerships. We closed the program with a celebratory breakfast where the students presented on what they learned during their work experience.

### **Staff Demographics and Key Statistics**

Human Resources has 84 full- and part-time staff serving approximately 40,000 current and former employees, retirees, and their families.

There are 70 administrative staff members within HR: 73% are female, 27% are male, 71% are white, and 29% are members of minority groups. Among the 14 support staff, 79% are female, 21% are male, 57% are white, and 43% are members of minority groups.

MIT's applicant tracking system received applications from 37,654 job seekers.

- Benefits customer service representatives fielded 16,103 inquiries through email, phone, and in-person visits.
- HR manages a combined benefits budget of approximately \$357 million.
- Total number of vested participants in MIT's medical plan is 31,300:
  - Actives, medical with dependents: 23,100
  - Employees who opt out of medical: 2,300
  - Retirees enrolled in medical: 5,900

Disability Services processed approximately 2,015 requests for extended sick leave, family medical leave, MIT parental leave, workers' compensation, long-term disability benefits, accommodations, and interpreting services.

### **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 do this. The following are examples of activities that supported this priority in FY2019.

#### ***Efforts to Attract and Retain Employees***

- Implemented the Compensation Initiative, which includes a new job structure (generic job descriptions and generic job titles) and market-based pay structure for administrative, sponsored research staff administrative, and support staff employees. The new job and pay structures enable MIT to effectively attract, retain, and develop staff, and to make better-informed, more consistent and equitable pay decisions.
- Improved online training resources to provide all hiring managers with access to information and resources to attract a diverse candidate pool of talent, to

comply with state and federal regulations, and to confidently represent MIT as an employer of choice.

- Created a dashboard that combines data from the applicant tracking system and the data warehouse to provide information and analysis on hiring trends. The goal is to use this information to shift away from using limited central staffing resources to meet MIT's strategic hiring needs, in other words to move away from the current service model, which results in uneven use of resources, and instead provide training and tools that support immediate, local DLC hiring needs.
- Hosted a career information session about working in the field of information technology at MIT (in partnership with the Women in IT Employee Resource Group). The event was open to the public and garnered 451 registration page views with 27 people registered. Thirteen people attended: eight external participants and five affiliated with MIT.
- Co-sponsored the Office of Engineering Outreach Program's (OEOP) speed interviewing event. Conceived by OEOP with staff from OEOP and central HR, the event was designed to efficiently recruit and hire several communications assistant and program manager positions. A central HR recruiter invited 20 candidates. Over the course of the event, staff from OEOP and central HR interviewed candidates continuously until they had met with all attendees.

### ***Efforts to Create an Inclusive Environment***

- Created a new central function for staff diversity and inclusion—integrating diversity and inclusion and affirmative action under the leadership of a new director of staff diversity and inclusion.
- Formed strategic partnerships and leveraged local efforts within HR and among MIT's DLCs to foster a culture of inclusion and equity for MIT staff.
- Sponsored the third annual People Matters Conference, a professional development day for MIT's HR professionals. This year's theme was "Building Inclusive Communities." There were 163 MIT staff registered, representing 54 departments across the Institute.
- Established a relationship with Lincoln Laboratory to provide skills-based bystander training on an ongoing basis. This training will take place twice a year and be integrated into the larger HR course offerings.
- Employee resource groups hosted 28 events on a range of themes, including professional development, networking, education, and advocacy. The seven groups collaborated among themselves and partnered with other offices and departments across campus, such as Mental Health and Counseling Services, the International Students Office, Women's and Gender Studies, HR, the ICEO, and the MIT-Haiti initiative.
- Assumed responsibility for disability parking accommodations for the Institute.

### ***Efforts Related to Professional Development***

- Launched the Manager’s Roundtable—an inclusive learning opportunity for MIT managers across campus. The new forum provides managers an opportunity to:
  - Gain insight into possible, practical approaches to advance everyday management challenges
  - Build and share best management practices with a peer network of managers across MIT
  - Grow a peer manager network to support professional and career development goals
- Expanded career development workshop programming for staff who want to learn how to navigate their career at MIT. These workshops included: Career Conversations for Managers and Staff, Career Development: Assess Your Skills, Career Development: Leverage Your Values, Connect at MIT: Create a LinkedIn Profile, and Connect at MIT: Networking with LinkedIn.
- Celebrated the 10th anniversary of the English as a Second Language Program for Facilities Service Staff.
- Organized two widely-attended training events to inform HR professionals from across the Institute of legal updates, staffing, and classification issues.

### ***Efforts Focused on Communication, Engagement, and Special Events***

- Launched our redesigned website. Transitioned from a very internal, organizationally structured website to a mobile-friendly, user-focused website that garnered a 20% increase in web traffic. The new website improves our ability to promote and push content to prospective candidates and current employees, and to track and report data. For users, it facilitates completing transactions.
- Debuted the “Learn + Grow” email campaign that was sent to all administrative and support staff and that shared opportunities for professional and career development. The result was a significant increase in interest and registration, including approximately 140 new registrants to workshops and programming.
- Evolved the People Matters Newsletter into the HR Monthly, unveiling a new look and feel and new content based on recipient feedback.
- Improved Benefits communications by developing a refreshed Open Enrollment brochure and an improved online Benefits experience.

### ***Aligning Human Resources Services with Customer Needs***

During the past year, HR reviewed policies, procedures, and programs to ensure they support the community and enable DLCs to achieve their objectives. In addition, we educated 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 FY2019:

- Negotiated a solid Service Employees International Union (SEIU) collective bargaining agreement, which addressed interests of all represented departments.
- Conducted an assessment of benefit programs by completing a comprehensive review, including benchmark data and utilization analysis, to determine the need for new and/or enhanced benefit programs as part of our competitive strategy and to accommodate the diverse needs of MIT's community.
- In partnership with the Office of the Vice President of Finance, strengthened the coordination and governance of all benefit contracts.
- Conducted a detailed study of tiered and formula-based medical plan subsidies based on salary. The study looked at utilization patterns and the impact of proposed co-pay and premium subsidies to the various segments of employee groups (union, staff, faculty, Lincoln Lab, and postdoctoral researchers).
- Issued a global benefits RFP, in partnership with Willis Towers Watson Global, to ensure the needs of MIT expatriate employees, local nationals, and third-country nationals are provided adequate benefit coverage and ancillary support programs.
- Finalized decisions by the Selection Committee for the 2020 calendar year. New vendors will be Cigna (health, dental, and vision coverage) and Zurich (life and accidental death and dismemberment coverage).
- Coordinated a six-week summer youth employment program in partnership with Cambridge youth programs, Just-A-Start, the Office of Workforce Development, and the Cambridge Housing Authority. Students gained an understanding of what it is like to work in a professional environment, explored career interests, and built a unique relationship with MIT.

### **Strengthening Compliance, Technology, Processes, and Assessment**

This priority revolves around advancing compliance and client services and strengthening administrative processes through effective use of technology. The focus is on continuous improvement, administrative excellence, and ongoing assessment of effectiveness. The following are examples of activities that supported this priority in FY2019.

- Utilized the SAP hire application to initiate new hire communications to update the employee experience for receiving new hire confirmation letters. The HR team redesigned the letter process to improve reliability and sustainability, and to integrate seamlessly with related new hire activities. This project allowed Human Resources to retire the use of outdated FileMaker applications.
- Improved the customer experience by integrating direct links into onboarding activities in new hire notifications. These included obtaining credentials, completing the I-9 form, accessing the new hire application, and enrolling in benefits.

### ***Providing Assessment and Analytics to the Business Arena***

- Developed a set of key metrics for measuring HR performance and customer satisfaction during the “recruit and hire” part of the employee life cycle.
- Developed recruit and hire and staffing services dashboards, allowing HR business areas to measure performance, gauge customer satisfaction, and make data-driven decisions.
- Improved the consistency and quality of survey data and maximized the adoption of Qualtrics by providing training and best practice consultations with HR survey administrators.

### ***Improving Customer Experiences and Processes***

- Partnered with the Office of the General Counsel to lead a committee to review the complaint handling process in situations of harassment and discrimination.
- Transitioned FileMaker applications (Children’s Scholarship Plan and Child Care Scholarships) to SAP, which reduced operational risk, significantly improved processes, and enhanced customer satisfaction.
- Developed employee self-service applications for enrolling/renewing the Children’s College Scholarship and MIT Childcare Center Scholarship benefits with real-time access to SAP data to determine employee eligibility.
- Implemented streamlined unemployment insurance response and reporting mechanisms, and vendor partnerships.

### ***Improving the Quality and Reliability of Data Provided to the Community***

- Developed standard definitions of MIT employee and personnel actions that constitute hire, termination, promotion, and transfer activities. The definitions were vetted against guidelines from the Office for Federal Contract Compliance Programs, validated with the broader MIT community, and reconciled against those historically used in HR reporting.
- Developed and produced automated weekly/monthly employment activity reports for service employees that is distributed to the respective unions.
- Implemented the Affirmative Action Plan (AAP) data validation mechanism by converting miscellaneous systems and tools previously used to produce AAP reports, (Brio, Excel, SQL) to a single technology platform, SPSS Modeler.

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