

Vice President for Human Resources and Equal Opportunity Officer

Human Resources Department

This past year marked a transition in the leadership of the Human Resources Department (HR). After the retirement of vice president for human resources Laura Avakian in May 2006, the Human Resources Leadership Team was formed, and the director of organization and employee development, Margaret Ann Gray, served as interim vice president. On January 15, 2007, Alison Alden was named vice president for human resources and equal opportunity officer.

Before coming to MIT, Alden's most recent position was senior vice president for human resources at John Hancock. She joined Manulife Financial in 2001 and was at John Hancock from its acquisition by Manulife in 2004 until her retirement earlier this year. Alden earned her bachelor's degree from St. Olaf College and holds an MEd from American University and an EdD in organizational development from Harvard University. She also studied business administration at the University of Michigan.

From January to May 2007, Alden embarked on a listening tour, meeting with staff and faculty members across the Institute. The objectives of these meetings and focus groups were as follows:

- To learn about MIT, its history and culture
- To meet a broad cross-section of key players and groups
- To ask about the strategic human capital challenges
- To ask what challenges HR faces
- To ask what HR should focus on

Specific themes and topics emerged, resulting in a strategic plan to address these areas in the year ahead:

- Direct service to the departments, labs, and centers (DLCs)
- Diversity
- Leadership
- Faculty support
- Performance management
- Staffing services
- Talent management
- Benefits offerings and design

The following is a report on the strategic priorities and accomplishments of the last year arranged by functional area within Human Resources.

Alison Alden

Vice President for Human Resources and Equal Opportunity Officer

More information about the Human Resources Department can be found at <http://hrweb.mit.edu/index.html>.

Benefits Office

The mission of the Benefits Office is to design and deliver benefits that meet the diverse needs of our community and to position MIT as a globally competitive employer of choice. The benefits team oversees the design, communication, and administration of MIT health and welfare, retirement, disability, and work-life benefits, as well as policies and programs for more than 10,000 active employees and 5,000 retirees, ensuring compliance with all internal and external regulatory requirements.

Strategic Accomplishments for Benefits FY07

Health Care Task Force

We finalized the HR response to the Task Force on Medical Care for the MIT community, including increased commitment by \$5 million to active medical to slow the overall rate of increase for employees in 2007.

Benefits Operations and Customer Service

We realigned resources and introduced a new operating model to enhance operations, improve customer service, and control costs. Accomplishments include:

- Arranging for telephones to be answered by live customer service representatives
- Providing 1,200 retirement counseling sessions, including serving approximately 150 retirees
- Implementing a data integrity audit that resulted in a \$2 million reimbursement from Medicare and a more than \$300,000 health plan recordkeeping reimbursement
- Transitioning HR resources and budget for student disability services to the Office of the Dean of Students, which takes on this responsibility effective July 1, 2007

Benefits Outreach and Communications

We inventoried all benefits-related communications processes, practices, activities, and materials, and identified opportunities for improvement. Accomplishments include:

- Improving communications to strengthen linkage between compensation and benefits areas within HR and developing consistent brand to enhance the value of all benefits at MIT
- Redesigning the benefits website to improve accessibility of benefits information for employees and retirees

Center for Work, Family, and Personal Life

The center introduced new backup child-care and elder-care services through Parents in a Pinch in response to key findings from MIT quality-of-life surveys. The new benefit is available to employees at all MIT locations; more than 200 employees registered in the first year.

The center also gained Committee for Review of Space Planning approval and funding for a child-care site study that will include an analysis of need across the community and a comparison of options. This is a significant step that will strengthen MIT's competitive position relative to faculty recruitment and retention.

In addition, the center this year launched an initiative to gather and analyze key research findings about young adult development, with special funding from the Lord Foundation and the dean for undergraduate education (DUE). Plus, we arranged presentations on young adult development for several key groups within DUE, the dean for student life, HR, and other areas, with very positive feedback.

Human Resources

There were seven new staff hires in the benefits area: two human resources representatives, an administrative assistant, two administrative assistants II, an administrator of child-care initiative, and a manager of health and welfare benefits. In addition, promotions filled the following positions: benefits analyst, senior benefits analyst, retirement planning manager, and disability services manager.

Tricia Fay
Director

More information about benefits can be found at <http://hrweb.mit.edu/benefits/index.html>.

Compensation

The mission of the compensation section is to establish and implement fair, equitable, and competitive compensation programs for the Institute's faculty, research, administrative, and support staff, in accordance with the Institute's reward philosophy and strategy. The areas of focus are pay strategy/administration, compensation consulting, rewards and recognition, metrics, and compliance.

Strategic Accomplishments for Compensation FY07

2007 Pay Program

We analyzed market movement by participating in 26 surveys, reviewing 65 benchmark jobs, and identifying local and national market trends. Staff members facilitated discussions across academic and administrative areas regarding recruitment and retention, identified current and anticipated concerns, and analyzed turnover.

We also developed recommendations for the September 2006 salary subcommittee meeting.

Market/Equity—Research and Analysis

Compensation staffers reviewed survey and market data for staff and faculty, analyzed the impact of external hires, reviewed internal equity, and identified the need for market adjustments.

We participated in the Association of American Universities Data Exchange's Faculty Salary Survey; analyzed salary distribution against survey results; identified the need for adjustments in various disciplines; and coordinated effort. Compensation staffers also prepared summaries and trend lines for review by Academic Council.

2007 Merit Program (Annual Salary Reviews)

In overseeing 9,500 employees, the compensation staff prepared materials, coordinated mailings, and assisted DLCs with issues related to SAP, the financial system of record at MIT. The unit ensured that DLCs managed to distribute merit pool amounts. In addition, the compensation group identified technical solutions to long-standing problems, working with Human Resources Information Systems (HRIS) to improve reports; documenting processes; and supporting the SAP upgrade through testing and report validation.

Compliance-Related Initiatives

Compensation completed Fair Labor Standards Act (FLSA) regulatory review of more than 1,000 administrative positions, as well as an MIT internal audit on process and security compliance, and the Defense Contract Audit Administration audit on procedural compliance. We reduced liability, updated job descriptions, ensured MIT's compliance with new regulations, and addressed data security issues.

The group also facilitated the completion of the 2007 Affirmative Action Plan and developed 11 job-level guides.

MITemps

Compensation monitored short-term worker placement (on average, 400 active MITemps per month) and provided program oversight. In conjunction with the staff in procurement, the unit moved from manual to Electronic Data Interchange electronic feed for invoice processing.

Job Posting Oversight and Integrity

Compensation staffers reviewed 100 percent of support staff postings and 20 percent of administrative staff postings. We ensured FLSA compliance and grading consistency.

Salary Changes

Compensation staff took part in discussions regarding position classification, promotions, and market adjustments, providing input and guidance.

Rewards and Recognition

The rewards and recognition (R&R) unit oversees programs in 23 organizational units. This year, we conducted interviews and an employee survey of Infinite Mile and appreciation programs in two organizational units. We provided consultative services and identified the need for programmatic changes.

R&R also redesigned the reimbursement process for funding rewards and recognition program expenses to create efficiencies in DLCs, reducing time and effort. We also increased DLC accountability for the appropriate use of funds.

R&R coordinated the seventh annual MIT Excellence Awards ceremony, working with a cross-functional team for event planning and communications. More than 500 people attended the event, both from campus and from Lincoln Laboratory; 19 awards were presented.

Other Activities

The compensation unit supported the general counsel search by providing assistance for cochairs and the advisory committee; handling scheduling and logistics; documenting the process; and coordinating activities with the search consultant.

Barbara Jablon
Director

More information about compensation can be found at <http://web.mit.edu/hr/compensation>.

Human Resources Administration and Finance

The mission of HR administration and finance is to optimize operational effectiveness and leverage resources to support HR strategy. Areas of focus are emergency planning, financial management, facilities management, human resources, and administration.

Strategic Accomplishments for HR Administration and Finance FY07

Financial Management

The administration and finance unit improved financial controls and budget structures in the HR/employee benefits areas by centralizing administrative costs, implementing spending controls, and rebalancing budget allocations. We evaluated how employee benefit pool funds are spent, identifying what is nonrecoverable and its impact on budget.

The unit reduced liability by passing two salary recovery audits in FY07. The administration and finance unit also implemented new cost control practices around office supplies, equipment contracts, and copier programs.

Emergency Planning

Administration and finance worked in partnership with Emergency Operations to help HR prepare for a potential pandemic on campus and for other types of emergencies. HR groups worked together to identify critical services, support models, communications, and relocation plans that are the key to sustaining HR services during large or small emergencies.

HR Services

The administration and finance unit developed an HR services directory for HR Partners, an Institute-wide professional group of individuals with major human resources responsibilities, to improve contact with the Human Resources Department.

The unit also identified the need for a new call-handling system for the benefits and health and welfare areas, which will improve service and HR collaboration.

Human Resources

Three new staff members were hired in administration and finance: an executive assistant to the vice president for human resources, an administrative assistant II, and an office assistant.

The unit worked with directors and managers on staffing changes, promotions, merit reviews, and updating position descriptions. Two minority staff members were promoted to management.

The unit currently has 16 minority staff members, three Asians or Pacific Islanders, nine African Americans, and four Hispanic Americans.

	June 1, 2006	June 1, 2007
Administrative females	82% (42)	83% (39)
Administrative minorities	19% (10)	19% (9)
Support staff females	76% (13)	67% (14)
Support staff minorities	29% (5)	33% (7)

Space Planning

The unit created space for additional staff members who arrived in June and July and ensured equity in space allocation.

Robin Carleton
Administrative Officer

Human Resources Information Systems

The mission of Human Resources Information Systems is to support the department by providing robust hardware, software, and systems resources, and by streamlining processes, improving data quality, and empowering users through training and customer service. Areas of focus are hardware and software development, business analysis, reporting and auditing, and system development.

Strategic Accomplishments for HR Information Systems FY07

HR Website Redesign

A complete redesign of the HR website advanced two key goals: enhanced functionality for external users and streamlined website management for internal users. This redesign, with significant navigation and search capabilities, provided opportunities for each HR business area to think strategically about its web presence as a critical component of outreach to the MIT community.

HRIS Support Model

HRIS developed a business analyst-based organizational model focused on client management; the plan is designed to enhance relationships with internal and external customers. With HR's compensation office, we successfully prototyped for the 2007 annual salary review, bridging business and technology requirements of assistant deans, HR-compensation, and Information Services and Technology.

HR-Payroll Issue Resolution (April 2007)

We had a significant role in identifying, documenting, and prioritizing HR- and payroll-related issues directly affecting DLCs as a result of the FY07 payroll implementation. Issues and priorities identified during the process were endorsed by the Administrative Advisory Council II and the Administrative Systems and Policies Coordinating Council in May 2005. This is the first of an ongoing focused effort to meet the needs of the DLCs more directly.

HR Technology Huddles

We developed and implemented a technology-focused program for all HR staff to increase their technological awareness and computing skills. This maturing program has been extended from the six-month pilot phase to an ongoing structured program; two-thirds of HR staff attended at least one of 21 sessions, averaging 10 people per “huddle.” HR staff have praised Tech Huddles as “practical,” “time-saving,” and generally worthwhile.

Human Resources

Two new staff were hired: a part-time webmaster and a business systems analyst, who transferred from another department and has since been promoted to senior business systems analyst.

Wayne Turner
Director

Office of Labor and Employee Relations

The mission of the Office of Labor and Employee Relations is to foster successful employer-employee relationships, promote productive relations between MIT and its unionized employees, and maintain constructive and consistent employment policies. Areas of focus are labor relations, policies and procedures, training, investigations, advising employees and managers, and collaboration with HR.

Strategic Accomplishments for Labor and Employee Relations FY07

Campus Police Negotiations

We concluded two years of negotiations on our collective bargaining agreement, reached agreement for three years and resolved the National Labor Relations Board case.

Service Employees International Union Negotiations

We commenced negotiations for a collective bargaining agreement with the 550-member campus unit of the Service Employees International Union, working closely with the 12-person management team (eight from DLCs) and keeping other key contacts informed.

Grievance and Arbitration

We heard and advised on Step Two and Step Three grievances, prepared for cases going to arbitration, and negotiated side agreements and settlements.

General Advising of Employees and Managers

We advised managers and employees on performance and other workplace issues; reviewed facts and documentation in discipline and termination cases; and offered counsel regarding layoffs (approximately 40 layoff notices were given or effective in 2006-07). We helped improve work performance through counseling and the consistent application of policy.

The labor and employee relations unit conducted formal investigations and informal reviews of complaints of violation of law or policy as well one mediation. We ensured that policies were followed and suggested ways to improve the workplace.

Organizational Change

The labor and employee relations unit provided advice on reorganizations and changes following staff turnover. Through this work, we increased workplace efficiency and staff effectiveness. We promoted smooth transitions to reduce workplace disruptions.

Policies and Procedures

We interpreted Human Resources policies; updated policies; provided policy-related support for SAP; drafted protocols for consistency in process; and worked with the Controller's Accounting Office to clarify the process for supplemental pay.

Training

We provided training in departments (e.g., managing in a union environment, customer service, use of SAP forms, performance reviews), alone or with HR's organization and employee development unit (OED). We also taught open enrollment courses (e.g., sexual harassment, performance management, communication, transitioning to management), alone or with others, including OED, the General Counsel's Office, and the Ombuds Office. We helped employees across the Institute gain knowledge and skills.

Work with Others

The labor and employee relations unit negotiated changes in health benefits with unions; interpreted benefits policies and plans in conjunction with HR's benefits unit; supported the Disability Services Office in determining accommodations and in communicating with employees and DLCs; completed the FLSA review with the compensation unit; analyzed salary for new positions; participated in departmental interventions with OED; worked as part of project team on succession planning; and advised on hiring.

Marianna Pierce
Director

More information about labor and employee relations can be found at <http://web.mit.edu/hr/empservices/>.

Organization and Employee Development

The mission of the organization and employee development unit (OED) is to advance the effectiveness of MIT and its departments and to promote the professional development of the MIT community. Our areas of focus are organization development and consulting; professional development courses; talent management and career planning; and communications.

Strategic Accomplishments in OED for FY07

Leadership Development Programs

OED completed training needs assessment and identified content for two new cohort-based leadership programs to be implemented in FY08: one for new supervisors and one for experienced managers. We obtained strong support from content owners, including potential course instructors, for the development of both programs. Both are tied to MIT's Leader to Leader (L2L) program through common themes and specific competencies.

We upgraded the applied learning component of L2L and provided momentum for MIT initiatives by having L2L alums serve as project sponsors and other alums as process coaches.

Professional Development for HR Professionals

OED completed a training-needs assessment for employees throughout MIT who have HR responsibilities and obtained buy-in for building a program.

The unit also led the HR Partners Planning Group, the team responsible for professional development for HR professionals throughout MIT; sponsored HR Partners forums and "Lunch & Learn" events.

Administrative Officer Development Programs

OED identified, with client input, significant concerns about the ability to fill administrative officer (AO) roles as they become vacant. We increased awareness about the demographics of the AO population and the lack of a pipeline for this role.

OED built two separate programs to be implemented in FY08: the AO Users Group for current AOs and AO Preview for staff who may be interested in becoming AOs.

Talent Management

OED facilitated a talent review in a large school to identify potential successors for key administrative and financial roles. We piloted a group planning process with a six-person team of representative administrative leaders and demonstrated the feasibility of a cross-functional approach to talent planning.

We identified the readiness levels of a talent pool (approximately 30 exempt and nonexempt staff) and set the agenda for development discussions. We built greater collective awareness of staff strengths and gaps to stimulate further development planning.

Performance Management

With others inside and outside HR, OED completed an inventory and report about MIT's performance management practices to date; created a list of possible alternatives for implementing solid performance management throughout all or parts of the Institute; and set the foundation for a performance management initiative in FY08.

Training Alignment Team

OED collaborated across several departments to develop and administer an employee survey to assess the effectiveness of training delivery methods at MIT. This work enhanced awareness of training, provided qualitative data indicating the positive attitude of MIT staff about training, and gathered quantitative data to address choice of training method.

We provided leadership for the Training Partners program, an Institute-wide community of trainers (86 members from 11 departments), to develop training practices with the most impact. The work of OED has raised the quality and effectiveness of training programs at MIT, especially those taught by people who are not professional trainers.

Training Infrastructure

OED replaced and renovated a new training room in Building E19 for HR courses, providing an environment more conducive to learning.

Wait lists for professional development programs were slimmed by minimizing no-show enrollments and last-minute cancellations. More participants were thus able to attend training classes.

STARweb Development and Implementation

OED co-led the team developing Institute-wide, web-based training on basic sponsored research administration. Called STARweb, this project is part of the Research Administration Improvement Initiative. We addressed issues of employee development, training, and the balance of accountability for research administration between central offices and the DLCs. OED also developed a new MIT-centric model for training that is midway between voluntary and mandatory with accountability at both the DLC and assistant dean level.

New Department Head Orientation

OED revised and relaunched the orientation for new department heads to introduce new academic leaders to key administrative contacts and to prevent and/or manage administrative problems that may arise.

Faculty Renewal Initiative

We began serving as staff to the Office of the Provost and to the chair of the faculty on the non-monetary aspects of the Faculty Renewal Initiative, creating an inventory of actions and programs that might be part of this initiative.

Organization Development Infrastructure

OED assigned organization development consultants to logical client groupings (e.g., all finance-related areas), providing a better and deeper knowledge of our clients as well as

faster service. We made clear to others in HR which consultant to contact when working with a specific client.

Sample Engagements

Strategic planning process for a department. OED worked with the dean and senior associate dean to redesign and facilitate a strategic planning process. We identified six strategic, interdisciplinary themes that support this client's vision, focus the work of individual offices, and integrate efforts across units to maximize impact.

Employee engagement project. With the faculty program director, executive director, staff, and the human resource officer, we reviewed and responded to significant employee morale concerns; assessed concerns; planned and facilitated meetings; and provided one-to-one coaching. We implemented a set of recommendations for positive momentum, resolved primary issues and established successful employee engagement at all levels.

Team development initiative for a department. OED provided a three-module approach for a new manager working to rebuild his team. The focus was on customer service: team building and team practices; improved communication practices for customers and team members; and individual development planning. Customer service was improved by implementing several practices.

Training plan for an association. OED collaborated with this client's HR partner and director to create a training plan for staff; we provided initial communications skills training for 80 people. An ongoing training plan will be implemented.

Communications requirement evaluation. We designed and facilitated faculty and student focus groups. This work helped the client achieve a richer understanding of community opinions regarding the revised Communication Requirement.

Customer service in an entity that supports the schools and research. We designed and delivered customized training on the importance of customer service. We also reached agreement on specific practices to support customer service.

Diversity project in a department. OED created and implemented, with this client's senior leaders and its Diversity Steering Committee, a systemic diversity program on individual, interpersonal, and organization levels. We ensured a healthy, balanced community in which appreciation of culture, race, ethnicity, and gender exists for the staff and those whom they serve.

Human Resources

One new staff person was hired, a communications manager, and there was one promotion to manager of organization development.

Margaret Ann Gray

Director

More information about organization and employee development can be found at <http://web.mit.edu/hr/oed/>.

Staffing Services

The mission of Staffing Services is to promote MIT as a welcoming and inclusive workplace through community outreach; identifying and building relationships with a qualified, diverse pool of candidates; leveraging internal talent; and proactively supporting our clients. Areas of focus are consulting, pipeline development, new employee orientation, compliance, and recruiting.

Strategic Accomplishments in Staffing Services for FY07

Minority Outreach/Pipeline Development

In FY07, Staffing Services developed a strategic diversity recruiting and retention plan, strengthened relationships with minority professional associations, and generated goodwill.

We participated in two minority job fairs, two employer panels, and two college fairs. We renewed our membership in the Massachusetts Rehabilitation Council and the Operation ABLE Employer Advisory Committee. Our work generated nine strong candidates, including one job finalist and one hire.

Staffing Services conducted informational interviews in support of candidate pipeline development and developed a database to track candidate information. We began referring strong second- and third-place candidates for other MIT opportunities. We instituted a weekly meeting of staffing specialists to discuss hot jobs, candidate referrals, creative sourcing, and business practices.

Staffing Services renewed our relationship in the Just-A-Start Teenwork Program and simplified the Teenwork hiring process for MIT managers by improving the website and related forms.

Staff members served on the College Relations and Diversity committees of the Northeast Human Resources Association.

Employment Advertising/Branding

Staffing Services provided research and consulting advice on placement of job advertisements. We also saved money and improved client satisfaction by partnering with Buyer Advertising Agency on the following:

- Creating a centralized bulk purchasing agreement with Monster.com for five departments
- Providing media recommendations for hard-to-fill positions
- Creating a more eye-catching and branded layout for the Institute-wide recruiting brochure
- Developing a recruiting campaign specifically for the Broad Institute and providing Broad with a recruitment advertising plan for 2007
- Providing a monthly Healthcare Media Update for MIT Medical to make the staff aware of upcoming health care-related media specials

- Preparing an extensive overview of diversity media and a list of Boston-area career fairs
- Providing detailed reporting of MIT ad and posting placement activity

New Employee Orientation

Staffing Services developed a database to track enrollment and attendance at new employee orientation. This project saved administrative time and provided enhanced reporting capabilities.

New England Higher Education Recruiting Consortium

We implemented a process that results in the daily, automatic posting of MIT jobs on the New England Higher Education Recruiting Consortium (NE-HERC) website; this site was launched in September 2006. We leveraged the NE-HERC website to provide information about employment opportunities, regional, social, economic, and cultural information to dual-career families. Our goal is to facilitate the relocation of new MIT faculty and staff with “trailing spouses.”

Website Development and Reporting

FY07 accomplishments include:

- Simplified online job application experience for candidates
- Improved turnaround time for hiring manager requests for data to support their Serious Search efforts
- Improved and republished online resources for hiring managers, including new checklists and a guide on handling the arrival of new employees
- Developed and refined data tracking and reporting capabilities

Equal Employment Opportunity/Affirmative Action

Equal employment opportunity and affirmative action compliance became the responsibility of Staffing Services in June 2007. Previously this function was handled by the vice president for human resources.

Consulting

Staffing Services produced quality candidate referrals and reduced time to fill by increasing business-area knowledge and organizational awareness gained through aligning staffing specialists by client departments. We also leveraged the candidate pool across all openings.

Human Resources

Staffing Services director Wendy Williams stepped down last summer. In June, interim director Julianne Dean was named manager of Staffing Services. In addition, there were three new hires: a staffing services operations associate and two staffing specialists.

Julianne Dean
Manager

More information about Staffing Services can be found at <http://web.mit.edu/hr/staffing/>.