

## **Vice President for Human Resources and Equal Opportunity Officer**

This past year reflects significant progress in the strategic areas and priorities that the Human Resources Department (HR) designated as areas of focus in its 2007 annual report. Listed below are those priorities, with examples of our progress in those areas:

- Direct service to departments, labs, and centers (DLCs)
  - Introduction of a new tool to facilitate the Faculty Annual Salary Review
  - Creation of skills-based training delivered in DLCs
  - New training programs for managers and administrative officers
  - Alignment of staffing services specialists to specific client groups
- Diversity
  - Reconstitution of the Council on Staff Diversity
  - Improvements in the diversity of candidate pools, hires, transfers, and promotions
- Leadership
  - New leadership development programs
  - The 2008 Leader-to-Leader class
- Faculty support
  - Implementation of faculty salary adjustments
  - Launch of the Faculty Renewal Program
  - An increased number of faculty childcare slots
- Performance management
  - Pilot of the Performance Development Initiative
- Staffing Services
  - Enhancement of online services for applicants
  - Pipeline of internal candidates for hiring managers
- Talent management
  - Creation of a readiness grid to aid succession planning for administrative officer and financial roles
  - Integration of best practices for the Rewards & Recognition program
- Benefits offerings and design
  - New health insurance coverage tiers
  - New dental and vision plans
  - Creation of the Adoption Assistance Program

HR also updated its mission statement to more fully reflect its role in the MIT community:

*The mission of the Human Resources Department is to advance a vibrant and diverse work community where individuals thrive and contribute to MIT's excellence.*

The following is a report on the strategic priorities and accomplishments of the past year arranged by functional area within HR.

**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/>.

## **Benefits**

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

## **Strategic Priorities and Accomplishments**

### ***Health and Welfare***

Health and Welfare introduced a new four-tier structure for health and welfare plans, offering different levels of health-care coverage. The number of employees who changed from family coverage to employee-plus-spouse/child was 1,710, and 624 of these employees, enrolled in the MIT Traditional Plan, saved \$312K per year in employee contributions. Both a high-option dental plan to include orthodontia for children and a new vision plan were introduced. A health care debit card for health spending account transactions was introduced, with 2,236 employees opting for this convenient service.

### ***Center for Work, Family, and Personal Life***

The Center for Work, Family, and Personal Life designed and developed the Adoption Assistance Program, collaborated with Payroll and Operations and Services on new administrative procedures, and executed a new communications campaign which was well-received by the MIT community. It also increased the number of available faculty childcare slots, revised its onsite enrollment practices, and identified and developed five near-term options to address faculty child care needs in support of faculty recruitment and retention.

The center completed its Young Adult Development Initiative, a project whose efforts are to analyze and distill research findings about the critical years between ages 18 and 25, and to disseminate a number of important messages for educators, parents, employers, and all those who work with and on behalf of young adults. Multiple presentations were given at MIT, including to the Offices of the Dean for Undergraduate Education and the Dean for Student Life, and at local conferences. The initiative, for which the center submitted a final report and launched a website, has received positive feedback from national and international sources.

### **Disabilities**

Disabilities Services updated MIT policies to include military leaves. A new committee was created, in partnership with the dean for student life, to address disability issues on campus.

### **Operations and Customer Service**

Operations and Customer Service instituted a new automated call distribution system using Voice Over Internet Protocol (VoIP) technology, resulting in better phone customer service and new capabilities for obtaining call metrics. An internal audit process resulted in \$1.5 million being reimbursed to the Institute as a result of Medicare Part D reconciliation. Retirement Plan improvements included introducing a new faculty renewal program. Retiree health cost-sharing information was transferred to SAP, in partnership with Information Services & Technology (IS&T). The Retirement Basic Plan was upgraded to an EDS system.

**Jean Samuelson**  
**Interim Director**

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

### **Compensation**

The mission of Compensation 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 compensation training modules, faculty adjustments, in-house reporting, metrics, MITemps, and the Pay Program.

### **Strategic Priorities and Accomplishments**

#### **2008 Pay Program**

The total cost of the Institute Merit program was \$17.7 million. Recommendations for the September 2007 Salary Subcommittee meeting were developed.

### **Compensation Training Modules**

The Comp 101 module, created for training, was presented to the Working Group on Support Staff Issues and to schools and department staff, reaching 150 employees. It will be run as a pilot program during the summer, with full implementation scheduled for fall 2008.

### **In-House Annual Salary Review Reporting**

A new capability to produce Faculty Annual Salary Review reports through the data warehouse has proved more efficient and less susceptible to errors.

### **Metrics**

Statistics and analysis on turnover, promotions, and pay increases are shared with human resources officers and departments to assist with affirmative action, employee retention, satisfaction, and recruitment efforts.

### **MITemps**

MITemps renegotiated a three-year contract with nextSource. Through renegotiation, cost of the nextSource program to MIT was reduced by \$315,000.

**Rita Geller**  
**Manager**

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

## **Human Resources Information Systems**

The mission of Human Resources Information Systems (HRIS) 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 business analysis and web and technical support. This past year saw a more integrated relationship between Benefits and HRIS.

### **Strategic Priorities and Accomplishments**

#### **Content Management System**

HR made a successful transition to nontechnical content owners making their own web edits, which frees up the webmaster's time to focus on high-level projects.

#### **HR-Payroll Issue Resolution**

HRIS developed new processes for issue triage and root-cause analysis. Communication and cooperation with Payroll and IS&T improved. IS&T's new, stricter quality assurance procedures were adopted, resulting in more effective prioritization of issues and documentation for testing system changes.

### ***HR Technology Huddles***

Seventeen one-hour huddles were developed and presented about several software programs. An enhanced program will address more sophisticated software and more in-depth uses of the applications. These technology huddles reached 65 percent of the department. A huddle is a low-cost and convenient vehicle compared to external technological training, with users reporting they now use applications more effectively and independently.

### ***New Optix Server***

Optix was installed on a new production server. This was the first new machine and software upgrade since 1999.

### ***Online New Employee Orientation***

Systems analysis, usability, and competitive research for an online New Employee Orientation “packet” were conducted. Vendors for this project were selected, and technological solutions chosen that will be maintained by HR. Web design and content development of orientation materials was initiated. An anticipated September delivery should save approximately \$50,000 in printing costs of the traditional welcome packets.

### ***Voice Over Internet Protocol/Automatic Call Distribution Transition***

New VoIP phones and connections were installed, and a call directory system was implemented in Benefits and Staffing.

Wayne Turner  
Director

## **Labor and Employee Relations**

The mission 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 employee relations and advising, investigations, labor relations, organizational change, policies and procedures, and training.

### **Strategic Priorities and Accomplishments**

#### ***Employee Relations Advising***

Advising on employee relations concerns continued and some employee concerns that impeded work in departments were resolved. The exit interview process was renewed in June 2008 to identify trends in voluntary resignations. Plans for administrative officer succession in the School of Engineering were developed with Organization and Employee Development. A new junior faculty orientation and a new program of training

for new managers were developed and a strategic review of departmental human resource function was conducted.

### ***Internal Investigations***

Investigations were conducted as needed, with six internal investigations completed.

### ***Labor Relations: Collective Bargaining***

Union negotiations were concluded on three contracts expiring June 30, 2008. The unions and affiliated employees were the Research and Development Technology Employees Union (technical workers at Lincoln and campus)—550 employees; Service Employees International Union (skilled trades workers at Lincoln)—110 employees; Security Officers' Independent Union (security guards at Lincoln)—40 employees. Agreements were reached on all three and were ratified. The SEIU campus negotiation was concluded much earlier than in past and was implemented successfully.

An agreement was reached with Benefits on four-tier health benefits, which were effective January 1, 2008: Four unions agreed to change health pricing; and concerns of a fifth union were addressed. Collaboration with Benefits on pension asset transfer is ongoing; the pension asset transfer issue was presented to unions for transfer, effective August 30, 2008.

### ***Organizational Change***

Following a staff turnover, reorganizations and changes were advised. The efficiency and effectiveness of work were increased and smooth transitions were promoted to reduce workplace disruptions.

### ***Policies and Procedures***

Input and support were obtained for the approval of revised policies on conflict management, severance, and process for policy changes. Guidelines for raising complaints about harassment were published online.

### ***Training***

The amount of department-based training was increased this year. Human resources officers developed nine "Training to Go" presentations, mostly one- to two-hours long, that were given in the DLCs. From September through June 2008, 35 sessions were held with about 600 attendees.

**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 Organization and Employee Development (OED) is to provide consultative leadership through innovative services and tools that foster development, collaboration, and transformation among individuals, groups, and organizations to advance the MIT mission. Our areas of focus are career and talent management, employee learning and development, HR communications, training alignment, and organization development consulting.

### **Strategic Priorities and Accomplishments**

#### ***Career and Talent Management***

The shift away from one-on-one career counseling services of the former Career Planning Office to talent management services continued. This past year, talent management and development projects constituted 75 percent of the workload, with services and workshops for individual employees constituting 25 percent.

An expanded talent management pilot in the School of Engineering was completed. A readiness grid is in place for succession planning for administrative officer and financial roles and can be used for quarterly tracking.

Unit-based Rewards & Recognition programs were reviewed and re-designed and best practices were integrated in three specific areas.

#### ***Employee Learning and Development***

Attempts to build MIT's bench strength and individual effectiveness for new and experienced managers, leaders, administrative officers, and HR Partners were made. Fourteen new managers completed the New Manager Training pilot and reported increased effectiveness, so the program will be scheduled three times in FY2009. An Experienced Manager Training pilot was rolled out in spring 2008; 21 managers were enrolled. A pilot Administrative Officer User Group project resulted in larger administrative officer development programs for 2008–2009. The 2008 Leader-to-Leader (L2L) class was at its halfway mark, and four HR Partners learning sessions were held, with 60 attendees at each session. Specific training programs were shifted towards cohort-based meetings over a period of time to ensure direct application in the workplace and to build networks.

#### ***HR Communications***

Communications assistance was provided to the HR community for orientation to central HR. The HR Partners website was launched. Communications for the HR Advisory Council were generated and edited. A new position was created to act as a liaison for these communications. The HR brand was elevated on campus through consistent messages in presentations, *Tech Talk*, and the MIT Faculty Newsletter. The communications campaign about Open Enrollment increased MIT's knowledge about Open Enrollment and Benefits and received positive feedback from the community.



### **Training Alignment**

A new website tool for deciding appropriate training delivery methods for specific courses was produced and applied to the initial review of the high priority end-to-end payroll curriculum. Piloted use of an integrated curriculum for new managers was piloted, to allow access of critical resources across MIT. A discovery project for the most effective training infrastructure for the L2L project team is now underway.

### **Organization Development Consulting**

Strategic plans were developed to support DLCs in implementing change successfully, designing efficient structures for reorganized departments, implementing new business processes, providing customized learning solutions and training, and establishing effective team practices. Six of MIT's DLCs achieved their goals by using a more deliberate and strategic approach. HR was positioned as a significant resource for faculty in schools and DLCs by working closely with the Faculty Renewal Program team on focus groups, benchmarking, and communications strategy and deliverables.

**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 and diverse pool of candidates, leveraging internal talent, and proactively supporting our clients. Areas of focus are compliance, consulting, new employee orientation, pipeline development, and recruiting.

### **Strategic Priorities and Accomplishments**

#### **Compliance**

Staffing Services recommended top minority candidates generated through job fairs and outreach programs, improving the diversity of candidate pools and hires. A candidate database network was used at outreach events. Hiring managers were contacted for information interviews for minority candidates. The Council on Staff Diversity was reconstituted, which resulted in increased visibility of diversity and inclusion issues. The council, a cross-campus group, now meets regularly.



**Hiring, 2007–2008**

Categories	% of year's new hires	Actual numbers
Administrative females	81%	41
Administrative minorities	19%	10
Support staff females	69%	15
Support staff minorities	32%	7

**Consulting**

Staffing Specialists were aligned with client areas. Direct consultation with hiring managers increased by 52 percent. Marketing and communication with hiring managers improved with the creation of a marketing folder for hiring managers to give to candidates to take away with them. A database was developed to maintain information about search firms and diversity sources. Validation of qualitative information in the database is ongoing. Best practices trainings were provided to the School of Science, MIT Medical, the School of Humanities, Arts, and Social Sciences, and the School of Engineering, and all were well received.

**New Employee Orientation**

An on-boarding checklist was developed and distributed to help hiring managers support and retain new employees. An on-boarding forum was delivered to 60 HR Partners.

**Pipeline Development**

Outreach to the minority professional community was expanded. A diversity and inclusion specialist was hired to continue this expansion. The most productive candidate sources were identified through a database. Staffing Services recruited at NAACP and AARP job fairs, participated in an Operation ABLE employer panel, and recruited and participated as a panelist at Simmons MBA programs. References of qualified candidates to hiring managers continued.

**Recruiting**

New marketing materials enhanced MIT's professional image at job fairs. Job Alerts, a new online service, was implemented, with 1,400 candidates setting up Job Alerts for jobs that fit their career interests. Two classes, Effective Interviewing Skills and Resume and Cover Letter Writing, were created and administered for support staff. A pipeline for internal job candidates seeking to advance their careers was followed up with one-on-one consultations.

**Julienne Dean**  
**Manager**

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