

Office of the 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.

This past year can be divided into two periods: from July 1, 2014 until February 23, 2015, and from February 23, 2015 until the end of the fiscal year. On February 23, 2015, Lorraine A. Goffe-Rush, vice chancellor for human resources at Washington University, joined MIT as HR's new vice president for human resources. The start of her leadership and the opportunities her appointment generated mark a significant milestone.

Meeting the Needs of the MIT Community

One of the major projects that HR was involved in this past year was the Compensation Initiative. The goal of this effort is to attract, engage, and retain exceptional staff. The project consists of several components. Work will continue over the next two years to:

- Formalize a compensation philosophy,
- Overhaul MIT's job structure,
 - Update job levels and tracks,
 - Create job family guides,
 - Provide consistent job titles,
- Redesign MIT's salary structure,
 - Market pricing, pay grades, salary grades,
- Update pay guidelines,
 - Merit guidelines,
 - Hiring salaries,
 - Guidelines for promotions, and
- Implement a new system for MIT's annual salary review.

During this past year, HR created an Advisory Group for the Compensation Initiative that includes representatives from across the Institute. The Initiative is co-sponsored by the assistant provost and the deputy executive vice president.

Another significant undertaking of the past year was the streamlining of MIT's 401(k) investment line-up. The overarching goal was to create additional value for participants and mitigate legal risk. The change was designed to accomplish three objectives:

- Position MIT for increasingly demanding legal and regulatory standards applicable to 401(k) plans.

- Create opportunities for lower investment costs and higher overall value to participants by consolidating assets into fewer funds.
- Respond to feedback from faculty and staff that the vast number of choices offered in the current lineup is confusing.

The new lineup was designed to offer a range of cost-effective options to accommodate the diverse investment profiles and preferences of the MIT community.

The new so-called core lineup now consists of 37 funds, of which 19 were offered already. Outside the new core lineup, participants continue to have the option to access more than 4,000 additional funds by opening a retail brokerage account through Fidelity's BrokerageLink®.

Communication about the changes took place over several months to give the community enough time to understand the process and the potential effect on individuals' accounts. As of June 30, 2015, the process was on schedule.

Enhancing Our Benefits

HR implemented a new paid parental leave policy covering all non-faculty employees, effective April 2015. This policy grants one week of fully paid leave for new parents in addition to existing paid time off, such as sick leave for mothers giving birth and vacation, and unpaid time allowed to new parents under state and federal law. This policy was considered by the Work–Life subcommittee of the Employee Benefits Oversight Committee (EBOC) and recommended by the full EBOC.

HR also revised sick leave policies to comply with the new Massachusetts earned sick time law, effective July 1, 2015. The new state law covers part-time employees and others who are not eligible for benefits at MIT. In addition, it grants to all employees the right to use up to 40 hours of paid sick time per year to care for sick family members. Prior to that policy change, MIT's policies granted three days of sick leave to benefits-eligible support and service staff to care for sick family members. HR also worked with Information Services and Technology and Payroll to implement systems to accrue and track this state-mandated leave for the non-benefits-eligible staff.

The Work–Life Center launched a new Senior Care Advising Benefit that includes on-site consultations and caregiver support groups as well as telephone consultations. The service delivered more than 250 consultations from September through June. The new Senior Care Advising benefit produced a nearly tenfold increase in adult back-up care utilization, with 202 days of senior care in fiscal year 2015 contrasted with only 21 days in fiscal year 2014.

The Work–Life Center also introduced new programs for MIT young professionals, who account for 25% of all campus employees and include all MIT postdoctoral associates and graduate students. The Vice President for Research and Global Education and Career Development co-sponsored these programs. Nine events were held, with more than 500 attendees, of whom 90% said they would recommend the events to others.

Supporting Broader Workforce Objectives: Ongoing Work

HR continued its sponsorship of MIT's Annual Diversity Summit as well as numerous Employee Resource Group events. In addition, 600 employees participated in the annual career development networking event, Careers Across MIT.

Central HR professional development focused on internal promotions by leveraging skillsets while simultaneously offering career growth. Compliance efforts now include providing support for students who must complete Employment Eligibility and Verification Form I-9 for students.

New Vice President for Human Resources

Lorraine A. Goffe-Rush joined MIT in February 2015. After an extensive listening tour across campus, she presented a vision of a strategic Human Resources Department to the executive vice president and treasurer's leadership team in the spring. The theme focused on people:

- How can HR enable MIT's future?
- How can HR streamline its processes so HR staff are perceived as facilitators?
- How can HR help MIT realize its potential as a university with a global impact?
- How can HR foster an inclusive culture that promotes respect?

The vision is make of HR a resource with staff members who are perceived as strategic business partners that maximize the talents of all the people at MIT.

At the end of June, Lorraine announced a redesign of HR. The changes were made in the context of providing career development for HR staff and creating more efficiencies across the department.

A new function called Strategic Talent Management was created on the basis of MIT community feedback and HR best practices. A search for a director to lead this function will begin in July 2015. This focus is consistent with the administrative areas of the Institute providing the programs, and developing the staff, to enable MIT's future.

Another new function was created that combines Compensation, Employee Relations and the Disabilities Office. This new function is called Compensation and HR Services.

With the start of Lorraine's tenure, there was a renewed focus on communications to central HR and the HR partners community. HR Central, an interactive website, was created to increase engagement and connection among central HR colleagues. A new electronic communications vehicle called [People Matters](#) also was created to address the communication needs of HR colleagues in the departments, laboratories, and centers. Current metrics show that HR is reaching this important audience through this new vehicle.

Personnel Changes, Staff Demographics, Key Statistics

As noted, this year marked a transition in the leadership of HR. Lorraine A. Goffe Rush began her tenure as the vice president for human resources on February 23, 2015.

HR has approximately 76 full- and part-time staff committed to serving more than 40,000 current and former employees, retirees, and their families.

There were 50,296 unique job seekers through MIT's Applicant Tracking System.

Benefits customer service representatives fielded 16,635 inquiries through email, phone, and in-person visits.

HR manages a combined benefits budget of close to \$300 million.

HR Representatives processed more than 2,400 I-9s forms.

Current Demographic Breakdown of HR Staff

There are 59 administrative staff members within HR, of whom 69% are women, 31% are men, 73% are white, and 27% are members of minority groups. Among the support staff, 76% are women, 24% are men, 56% are white, and 41% are members of minority groups.

Lorraine A. Goffe-Rush

MIT Vice President for Human Resources

