

Vice President for Human Resources

Human Resources Department

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 department's strategic priorities and accomplishments of fiscal year 2016 correspond to HR's the priorities established in consultation with MIT stakeholders.

Strategic Priorities

Manage MIT's Talent

As the labor market continues to be competitive, HR's practices, processes, and systems should ensure that MIT can fully leverage, develop, promote, and retain its current talent, as well as efficiently recruit new talent.

All areas of HR play a role in helping the Institute manage its talent. In FY2016, HR staff achieved the following:

- Partnered with colleagues across the Institute to help advance diversity and inclusion efforts. Together, these teams:
 - Designed and implemented the first-ever Employee Resource Group conference in higher education, with 12 schools participating.
 - Designed, sponsored, and implemented the 2016 All-MIT Diversity Forum with a national speaker and a faculty panel; the forum included participation from all groups in the community—faculty, staff, students, and postdoctoral associates.
 - Created and communicated the Enriching Diversity prototype, which is an integrated platform that improves affirmative action planning and effectively integrates affirmative action data from multiple sources to support decision-making beyond MIT's affirmative action requirements.
 - Addressed the local and national conversation about race and the Black Lives Matter movement through involvement in the Academic Council Working Group on Student Issues; participated in problem solving and recommended solution-based activities.
 - Collaborated with the departments, laboratories, and centers on creating a pool of diverse candidates for communication jobs across the Institute.
 - Partnered with the City of Cambridge on an enhanced English as a Second Language program for MIT.
- Received three industry awards in the areas of rewards and recognition, leadership, and work-life balance:
 - Received the 2016 Recognition Professionals International Award for Best Overall Recognition Program.

- MIT's L2L Program was recognized in the following four categories by HR.com:
 - Best Experienced/Senior Leaders Program
 - Innovation in Deployment of Leadership Programs
 - Best Executive Coaching
 - Best Use of Team Building
- Received the WorldatWork Work–Life 2016 Seal of Distinction.
- Successfully negotiated two union contracts, a process that was completed before the expiration of current contracts, which is a rare occurrence.
- Created a Strategic Talent Management team made up of staff from the areas responsible for recruiting, including developing and recognizing staff, with the goal of integrating work to seamlessly help MIT employees reach their full potential.

These new programs and systems help MIT to attract and retain a diverse workforce.

Align Human Resources Services with Customer Needs

Review policies, procedures, and programs to ensure that they support the community and enable the departments, laboratories, and centers to achieve their objectives. Educate the community on new or revised HR policies, laws, and resources.

To make progress toward this goal, HR staff:

- Used data obtained from the Quality of Life Survey to update MIT Job Flexibility Guidelines to address the work-life challenges in the MIT community.
- Launched MIT MyLife Services, an employee assistance program available to MIT faculty, staff, all postdoctoral associates, and all families, through the provider KGA.
- Steered the implementation of MIT's Compensation Initiative through its first phase: Building a Compensation Foundation.
 - Approximately 600 job descriptions were drafted and included in 185 Job Guides, broken out by 18 job "families."
 - An online job catalog was developed for stakeholders to review and provide feedback on job descriptions.
 - Jobs, salary surveys, and salary job matches are being benchmarked to enable market pricing of jobs, ultimately leading to the development of a salary structure.
 - Existing compensation guidelines are being revised and new guidelines are being drafted.
- Strengthened relationships across MIT and expanded communication with HR Partners and the HR Advisory Council.

- Continued to leverage tools to enhance communications within central HR and the broader MIT HR through:
 - An internal portal called HR Central
 - Social media
 - Deliver People Matters email monthly, which has grown from 300 to more than 700 subscribers in one year; average open rate is 56% (industry average is 25 points lower).
 - Twitter: Informational and promotional tweets to more than 700 followers.
- Created the online MIT Centennial Employee Profile project to support the MIT Centennial celebration and the Institute Events Office.
- Implementing a Roth IRA option because of community feedback solicited during the 401(k) streamlining project.
- Revised and updated the total compensation statement on the basis of community feedback.

Communicated various changes to law and policy to HR communities and campus staff. These activities enable MIT to meet the needs of all employees, including its international community members, through local and Institute-wide mechanisms.

Strengthen HR's Technology, Processes, Measurement

Advance client services and strengthen administrative processes through effective use of technology, a focus on continuous improvement and administrative excellence, and ongoing measurement of effectiveness.

In service to this goal, HR staff:

- Created a continuous improvement practice in HR.
 - Eliminated the prior 501(c)(3) service credit, saving MIT roughly \$500,000 annually (at least \$10 million on a single sum valuation basis).
 - Implemented an automatic pension cash-out for benefit values of \$5,000 or less, saving MIT roughly \$4 million on a single sum valuation basis.
 - Implemented an amendment to the retiree medical plan to extend pre-2012 grandfathering to individuals retiring before 2022, avoiding administrative effort for a new plan.
 - Partnered with Information Systems & Technology on a Benefits Open Enrollment website to eliminate manual processing for changes to benefits caused by life events.
 - Streamlined MIT's annual Affirmative Action Plan preparation process, allowing the plan to be completed and delivered to departments, laboratories, and centers two months earlier than in previous years.
- Partnered with the community to ensure compliance with significant changes to federal and state law and regulations.

- Sick leave policies were amended to address state sick leave law for non-benefits-eligible staff and benefits-eligible staff. In partnership with Information Systems & Technology, developed an online resource to track use and effectively communicated the policy changes to the campus community.
- Amendments were made to parental leave policies to comply with state law and address additional needs of the community.
- Created an HR Metrics Committee and identified key metrics that will allow HR a better understanding of workforce trends and HR's impact.
 - Identified useful metrics—a first step toward creating a process for analysis and conducting interpretation of data.

These activities will enable HR to produce accurate and concise data for employee analysis. This effort will ultimately facilitate leaders' making high-impact decisions to support the mission and vision of MIT.

Vice President for Human Resources

Vice President for Human Resources Lorraine A. Goffe-Rush continued to build the central HR organization to maximize HR's value and effectiveness with the MIT community. One focal point was talent management, ensuring that central HR has the appropriate people in various roles to meet the needs of its customers.

As a member of MIT's Academic Council, Lorraine had the opportunity to advise on various matters facing senior MIT leadership. Lorraine also met regularly with other members of the community at all levels of the organization. For example, she met with the Working Group for Support Staff Issues, addressing specific concerns during two working sessions. Lorraine was the executive sponsor of MIT's first-ever Employee Assistance Program and first-ever Employee Resource Group conference for higher education. In addition, she was the sponsor of MIT's Diversity Forum and is the executive sponsor of MIT's Council on Family and Work. She is a member of the Institute-wide Mind+Hand+Heart Initiative and leads the Employee Benefits Oversight Council.

Lorraine also convenes the Human Resources Advisory Council, which consists of representatives from across the Institute. This group meets quarterly.

Lorraine had approximately 20 speaking engagements with committees and groups from both sides of the MIT house who requested her attendance at their meetings to discuss her strategic vision and HR's work. More informally, Lorraine has become an advisor to various senior leaders across MIT.

Personnel Changes, Staff Demographics, Key Statistics

HR has approximately 85 full-and part-time staff committed to serving more than 40,000 current and former employees, retirees, and their families.

- There were 30,690 unique job seekers through MIT's Applicant Tracking System.

- Benefits customer service representatives fielded approximately 17,000 inquiries through email, phone, and in-person visits.
- HR managed a combined benefits budget of approximately \$300 million.
- HR handled approximately 1,600 requests for extended sick leave, family medical leave, MIT parental leave, workers' compensation, long-term disability benefits, accommodations, and interpreting services.

Current Demographics of Staff

There are 66 administrative staff members within HR: 71% are female, 29% are male, 74% are white, and 26% are members of minority groups. Among the 19 support staff, 79% are female, 2% are men, 68% are white, and 32% are members of minority groups.

Lorraine A. Goffe-Rush
Vice President for Human Resources