

MASSACHUSETTS INSTITUTE OF TECHNOLOGY JOB DESCRIPTION

DATE SUBMITTED: September 23, 2002

OFFICIAL TITLE: Human Resources Administrator
PREFERRED TITLE: Senior Consultant, Competency Group
DEPT/SCHOOL: Information Services and Technology
REPORT(S) TO: Director, HR and Administration
PAYROLL CATEGORY: ADM
GRADE: Q
FLSA STATUS: Exempt

EXPECTATIONS FOR ALL EMPLOYEES

As a member of the MIT community, supports MIT's Non-Discrimination Policy and respectfully interacts with other members in the community.

EXPECTATIONS FOR EMPLOYEES IN MANAGEMENT POSITIONS

As a member of the MIT management team, expected performance includes demonstration of certain accountabilities including leadership, developmental advising / mentoring, communicating for results, strategic business sense, and resource management.

ADDITIONAL COMMENTS:

(This job description prepared by Allison Dolan, updated in 2002 to reflect CG work regarding the Liaison role; updated 3/2007 to reflect IS&T&T and other changes.

PART I

POSITION OVERVIEW STATEMENT: Provide guidance and support to IS&T Directors and staff in assessing staff performance and skills, identifying staff education and training needs, coordinating recruiting, including use of competency-based selection, and helping facilitate resolution of HR issues. Partner with Director regarding organizational design/improvements. Lead and participate on projects intended to improve the performance management and people effectiveness within IS&T.

PRINCIPAL DUTIES AND RESPONSIBILITIES (ESSENTIAL FUNCTIONS):

Develop a liaison/consulting relationship with a Director and their staff, particularly the managers, supervisors and team leaders and, through that relationship, enhance the effectiveness of the Directorate. Working with other members of CG, align/leverage 'programs' such Leader Development, etc (See Operational plan for more detail)

Other duties as needed or required.

SUPERVISION RECEIVED:

Director, HR and Administration provides general direction, including IS&T leadership goals and priorities; work is reviewed at key stages.

SUPERVISION EXERCISED:

No formal supervision of others is exercised. However, position is responsible for coaching Directors and staff, and encouraging others to take leadership roles within their own areas. Builds support and consensus among diverse groups, using both direct and indirect influence. Provides project leadership within area of responsibility.

QUALIFICATIONS/TECHNICAL SKILLS:

Minimum 5 years work experience in a mid-level HR position, such as Human Resource Officer or 3 years experience in a management position with significant people responsibilities. Required skills include facilitation, active listening, project management, performance management, effective writing and speaking. Required knowledge include basic HR knowledge (e.g., FLSA) ; basic Word and Excel (or equivalent computer tools). Required competencies include flexibility, bias for action, results orientation, ability to multi-task, ability to work independently as well as part of a team, able to influence. Familiarity with IT concepts/terminology and competency modeling preferred.

PART II. JOB DESCRIPTORS

KNOWLEDGE, SKILLS AND EXPERTISE:

Requires a thorough understanding of both theoretical and practical aspects of various HR disciplines, such as Employee Relations, Organizational Design, Training, Recruiting, Compensation. Requires in-depth understanding of the purpose and operations outside own area in areas like performance management and compensation, and MIT changes, such as job reclassifications. Requires awareness of external trends and best practices. Membership in professional associations such as SHRM desirable. Expected to have a general understanding of the IS&T organization, goals and priorities, and reasonably in depth knowledge of an IS&T Directorate.

CRITICAL THINKING AND PROBLEM-SOLVING:

Recognizes problems or situations (such as those that involve HR legal issues) that

are new to IS&T or MIT, or without clear precedent. Finds solutions using a systematic, multi-step approach. Primarily responsible for developing improvements and innovations to enhance performance within CG and across IS&T. Situations may involve considerable research to develop a recommended solution. Work is expected to help IS&T align with ITLT goals and priorities.

COLLABORATION:

Actively participates in cross-functional groups to solve problems. Provides facilitation, conflict resolution and meeting effectiveness tools to help others work collaboratively. Utilizes a network of relationships to collect and disseminate information, build support, and secure buy-in for desired objectives. Knows which decision makers and opinion leaders must be ultimately engaged.

COMMUNICATION EFFECTIVENESS:

Motivates others to action or addresses delicate situations, requiring tact and diplomacy using written and verbal skills. Identifies common themes, makes inferences and draws conclusions. Promotes knowledge of own area to gain support for on-going and future initiatives. Identifies common themes is what is heard and makes inferences that are used in work.

DECISION MAKING:

Decision making guided by precedents and objectives. Makes decisions and recommendations on HR type issues affecting IS&T, or one or more people in IS&T, such as suitability of a promotion case, or appropriateness of documentation for termination.

INFLUENCING AND LEADING:

Provides process and project leadership particularly in recruiting and retention across IS&T. Provides performance feedback and assists employees with plans for development and training. Actively seeks ways to recruit, hire, retain and manage a diverse workforce. Creates work standards for CG and/or for IS&T Directorate and holds individuals accountable for completing assignments (e.g., completing Performance Reviews). Expected to influence the behaviors and actions of Directors and leaders as well as staff at all levels.

RESPONSIBILITY AND ACCOUNTABILITY:

Work significantly affects a Directorate within IS&T, or IS&T as a whole. Prioritizes projects; follows departmental and MIT processes. Acts decisively in critical situations or to circumvent a potential problem such as those in which MIT/IS&T could incur legal risk if not handled appropriately. May recommend new policies and initiatives within Directorate, or for IS&T.

CG Liaison Role

This document describes the expectation of CG staff relative to the CG Process Liaison Role. Updated by Allison Dolan, July 2006.

Purpose of Liaison Role

- to improve effectiveness of directorates by having a CG ‘thinking partner’ who can customize the generic MIT/HR or CG material for specific directorates or teams as well as be ‘thinking partner’ for Director to discuss organizational changes, pending staff changes, team building exercises, etc
- to improve efficiency of HR processes by having a primary CG focal point for HR transactions (e.g., terminations, promotions, etc) to help ensure things done timely and correctly

HR Process Liaison

New Hire

- Follow new hire steps, stay aware of search progress, and work with hiring manager to prepare Post Search Report. Followup with supervisors in 3-4 months to ensure expectations are being met; help facilitate 6 month review

Terminations

-review termination checklist with supervisor, submit termination paperwork to AFD, ensure exit interview is conducted and followup on any issues

Employee Appointment Changes

- prepare and submit electronic form to AFD for things like work hour changes, title changes, % time changes.

Promotion/Salary Adjustments/Project Bonuses

- work with appropriate supervisor to develop case and make recommendation, using relevant form/process

Work Assignment Changes

- Facilitate staff moves from one team to another, or moving in to supervisor (or out of supervisor role) and may or may not be linked with employee appointment changes or promotion; ensure things like updating relevant email lists: IS&T, IST-LDR, IST-SUPR etc. Get person set up with new supervisor orientation if appropriate –discuss exempt/non-exempt if appropriate; etc

Salary analysis/merit review/offcycle

As offcycle/merit review is kicked off, personally review Directorate staff; initiate meeting with Director to remind of process and discuss any staff that appear to need attention Make recommendations

Project Bonus/R&R

Facilitate Project Bonus/R&R as requested or deemed desirable

Employee Relations

- be familiar with resources at MIT to direct staff to Benefits, Payroll, Disability, HRO, etc
- work with staff/Director on any issues – e.g., attendance problems, needs to accommodate employee, performance concerns (including assistance with coaching and documentation)

Liaison for CG Initiatives including Team Effectiveness, and Leadership

Development

- Initiate discussion with Director re: how to effectively use CG tools, such as EC3, supervisor Development; Myers-Briggs, Center for Creative Leadership survey tools, etc Work with Director to encourage/customize use.
- Read Quarterly reports, and monthly Project reports, email to IS&T (such as project team formations, project team closure) for awareness of key business activities; followup on any questions/issues/opportunities (e.g., new staff requirements, team morale concerns, opportunity for R&R etc)
- Provide orientation to new supervisors – ensure they are familiar with Baseline, and resources that CG has available; update relevant email lists (IST-SUPR)

Measures of success:

During a quarter, liaison will have had

- 3 or more substantive meetings with Director
- 1 or more substantive meetings with at least 50% of supervisors

Within 6 months, liaison will be able to

Recognize the names of most of directorate staff, and know which team they are on, whether Support or Admin staff

Client satisfaction (as measured by solicited and unsolicited feedback) will increase – Director, supervisor's and staff feel CG is providing tools that improve their personal and team effectiveness