



Director of Human Resources – MIT Libraries

The Massachusetts Institute of Technology (MIT) Libraries, located in Cambridge, MA on [traditional unceded territory](#), seeks for its next Director of Human Resources (HR Director) a dynamic and thoughtful leader who can quickly prioritize and address the operational needs of the organization while collaborating with colleagues within and outside of the Libraries to further their [vision, mission, and values](#). Reporting to the Associate Director (AD) for Administrative Services, Stephanie Richardson, the incoming HR Director will join a team of three Human Resources professionals within the MIT Libraries.

The [MIT Libraries](#) are on an [exciting journey of transformation](#), prioritizing a digital-first, open scholarship agenda that includes support for data-intensive and computational research, all in the service of accelerating the progress of science, promoting equity and inclusion across disciplines, reducing the marginalization of scholars and scholarship from disadvantaged communities, and contributing to solutions to the world's greatest challenges. MIT Libraries has a strong history of questioning existing paradigms and strives to exercise bold leadership in defining models for research libraries in an unpredictable future. The work of the Libraries is taking place in the context of broader reflection and action at MIT, including the first Institute-wide [strategic action plan for diversity, equity, and inclusion](#) and a wide variety of initiatives that further [open and equitable scholarship](#).

Executing MIT's motto of mens et manus ("mind and hand"), the incoming HR Director will bring a proven record of strategy and execution, reviewing and improving processes and capabilities, and leading an operation that delivers consistently excellent service to its stakeholders. Emerging from these last years, focus on people as the center of change is vital.

As is made clear through the work and [communications](#) of the MIT Libraries, there is a drive to increase the demographic representation within the staff of the Libraries in addition to its initiatives to broaden information collection and access. The MIT Libraries seek professionals who enthusiastically embrace the empathy, courage, self-reflection, and respect of a multi-cultural, diverse and inclusive workplace, and have a track record of incorporating those values into their work and interactions.

THE MIT LIBRARIES

To further MIT's mission to build a better world, the MIT Libraries are working to make the Institute's distinct body of knowledge more open, equitable, accessible, and durable. [Strategic initiatives](#) focused on open access, redesign of physical library space, digital preservation, and understanding and addressing barriers to participating in scholarship have been articulated through campus-wide processes, with support and leadership from the Director of Libraries, Chris Bourg, as well as the Office of the Provost.

Organized in four directorates and a research center – Collections, Research and Learning, Digital Library Services, Administrative Services, and the Center for Research on Equitable and Open Scholarship (CREOS) – the MIT Libraries staff of 150 individuals is well positioned to address the [interdisciplinary priorities](#) identified by the MIT community.

The March 2022 ratification of the first collective bargaining agreement (CBA) with unionized staff represented by AFSCME Council 93, the completion of the MIT Libraries Equity, Diversity, Inclusion and Social Justice (EDISJ) Steering Committee report, combined with a number of administrative changes, and a focus on improving internal communications are leading to increased transparency in all areas of the MIT Libraries.

THE ROLE

Working in the context of MIT, a decentralized, complex organization, the HR Director has primary responsibility for Human Resources within the MIT Libraries. MIT Libraries Human Resources team members currently hold the positions of Human Resources Generalist (two) and a Human Resources Assistant II (one). Underlying all the work done in the MIT Libraries – internally and externally – is the commitment to social justice.

While many policies and procedures are set within the MIT Libraries, some key decisions require approval at the level of MIT Human Resources. The incoming HR Director will need to balance addressing some long-standing gaps in policy and process with developing strong relationships with colleagues in the Libraries, in MIT Human Resources, and more broadly across the Institute.

At present, the functions that sit primarily within MIT Libraries HR include: Talent Acquisition, Development, and Retention; Performance Review; Customer and Operational Support Services; HRIS and Data Management; and Student & Temp Employment, all in the context of promoting EDISJ values. Functions that are collaborative between Libraries HR and central MIT HR include: Employee and Labor

Relations; Payroll; and Compensation and Classification. Functions that are primarily administered through central MIT HR include: Benefits and Employment Policies & Procedures.

SUMMARY OF ESSENTIAL JOB FUNCTIONS

Systems & Process Improvements and Analysis

- Develop appropriate tools to describe, analyze, and monitor human resources activities within the Libraries. The HR Director will continually assess system and business needs, identify gaps, and develop and implement solutions to productive changes in business practices to meet strategic goals and incorporate equity.
- Collaborate with Libraries staff across all directorates, central MIT administration, and external vendors to develop and integrate systems to bring the department into the digital future, taking into account factors including resourcing, user needs, strategic direction, and DEI objectives.
- Guide team in documenting and reviewing current HR processes such as searches, promotions, and professional development, and initiate leading process redesigns and improvements.
- Project examples: digital onboarding/offboarding, search processes, CBA data tracking, and performance evaluation redesign.

Employee Relations & Internal Communication

- Supervise HR staff in addressing employee relations issues with guidance from central MIT HR.
- Serve as the Libraries' lead to partner with Labor Relations, Office of General Counsel, and Central HR in union negotiations and union relations.
- Ensure effective, relevant HR communication to advance organizational trust through clear and consistent presentation.
- Develop and execute comprehensive change management and communications strategies in coordination with Internal Communications team.
- Manage expectation setting and performance management policies and practices.
- Project examples: operationalizing the CBA and implementing training processes

Policy & Procedure Compliance

- Develop and oversee compliance with Institute policies.
- Interpret policy and implement operational standards and practices to ensure equitable and appropriate outcomes.

- Audit, draft, and implement new and revised policies for the organization that will support goals outlined in the EDISJ steering committee report, improve operations, be transparent to all employees, and are in line with MIT Libraries strategic objectives.
- Project examples: relocation, flexwork, professional development, acting & interim appointments.

Human Resources Department Leadership

- Advise and support the AD for Administrative Services and other Libraries leadership on HR matters.
- Advise and support Libraries management on all matters pertaining to the contract with AFSCME and the implementation of the CBA.
- Present to all Libraries staff regular reports on HR activities, hires, or projects.
- Supervise and direct the work of Human Resources Staff, including:
 - Talent management: hire, retain, develop, and reward staff
 - Administration & reporting of all data regarding staff employment
 - Triage employee relations issues
 - Project support
- Encourage team members' skill and knowledge growth through professional development, stretch assignments, and skillful management.
- Project examples: dashboard for leadership reporting.

QUALIFICATIONS AND EXPERIENCE

The next HR Director will be an experienced and creative Human Resources professional with excellent interpersonal skills, including the ability to influence and collaborate effectively within and across organizational boundaries, to work successfully with a diverse population, and to build and sustain healthy, long-term, multi-project relationships with a wide variety of stakeholders. The ability to be flexible, tolerate ambiguity, set priorities effectively, and resolve competing demands in an atmosphere of fast-paced change will serve the next HR Director well. Experience in all phases of change management, including people-centered implementation, assessment, and iteration is sought.

The candidate will have demonstrated creativity in thinking and sourcing to ensure that their organization has the ability to sustain high levels of HR services. The next HR Director will be a leader who can quickly develop an understanding for the strategic opportunities within the MIT Libraries for impactful human capital programs, policies, and procedures and inspire a diverse and talented team to work together to realize these opportunities.

Specific requirements and desired experience include:

- A Bachelor's degree is required, Master's degree preferred.
- Minimum of seven years of progressive HR experience or equivalent, including 5+ years of management experience required.
- PHR or SPHR certification is preferred.
- Experience leading, supporting, and valuing diverse teams and their ability to generate creative solutions to vexing problems.
- The ability and willingness to listen, respond to feedback, and grow.
- Personal and professional commitment to promoting values of equity, diversity, inclusion, and social justice.
- Well-honed people management skills; poised and capable of building consensus and gaining the trust of organizational leadership and staff while influencing positive organizational outcomes.
- A proven record of continually reviewing and improving processes and capabilities and leading an operation that delivers consistently excellent service to its clients.
- Outstanding listening and influencing skills; the ability to cultivate trust and credibility among diverse constituencies and individuals.
- Strong and effective interpersonal and team-building skills, including as an accessible and supportive colleague.
- Ability to maximize the use of technology to enhance communication and efficiency.

The final candidate should anticipate completing a background check and educational verification successfully.

MIT Libraries is an environment that welcomes any body, any mind — including all genders — and particularly encourages applications from underrepresented minorities, women, disabled applicants, and veterans. EDDA partners is [committed](#) to working openly with all and to recognizing our nation's histories of prejudicial exclusion. The Institute promotes the principle that every person brings unique qualities and talents to the community and that every individual should be treated in a respectful manner. All members of the MIT community are expected to conduct themselves with professionalism, personal integrity, and respect for the rights, differences and dignity of others ([MIT Personal Conduct policy](#)).

JOB SUMMARY

The Director of Human Resources for the MIT Libraries (HR Director) will be a dynamic and thoughtful leader who can quickly prioritize and address the operational needs of the organization while collaborating with colleagues within and outside of the Libraries to further their [vision, mission, and values](#). Leading all aspects of HR for the Libraries, including advising senior leadership, recruitment and retention programs, wage and salary administration, and employee relations, including bargaining unit negotiations and liaising, the HR Director will work with the ~150 staff throughout the organization to plan, prioritize and act on numerous HR-related programs and initiatives, and to continuously improve their effectiveness in supporting the work of the Libraries' operations and its staff.

The position is MIT pay grade 11. The anticipated MIT Libraries salary range is \$110K - \$181K with a midpoint of \$145K. Actual salary will depend on qualifications and experience.

CONTACT

Expressions of interest and nominations should be directed to Jennifer Rice and Kristine O'Brien, PhD at EDDA partners via email mit_hr_search@eddapartners.com. We request a CV and a letter of interest.