Massachusetts Institute of Technology



Employee Toolkit

Work Succeeding Initiative

Summer 2021

Introduction

Understand the goals of Work Succeeding and how to use the materials and guidance provided in this toolkit.

Understanding the Work Succeeding Initiative

In the Summer of 2020, MIT launched Task Force 2021 and Beyond – a two-phased approach to using the lessons learned from COVID-19 to explore how the Institute will create a new future of working, teaching, and conducting research.

In May 2020, President Reif charged 'Task Force 2021 and Beyond' to…

explore how MIT might invent a thriving new future in a post-COVID environment

The Administrative Workstream of the Task Force focused on…

administrative functions and their implications as MIT plans for the future

One of the Workstream's recommendations was to…

explore flexible and sustainable work practices at MIT that will continue to enable teams to further the MIT mission.

★ ***The Work Succeeding initiative was launched to realize this goal***

Through the Work Succeeding initiative, MIT is working to…

- Empower teams to **work collaboratively and effectively** to further the MIT mission
- Support employees' **varied needs** and emphasize **job satisfaction** and personal **well-being**
- Position the Institute to **retain and attract the best talent**

by…

- Leveraging lessons learned from the past year to **design a strategy for the future**
- Outlining potential **flexible work options and arrangements**
- **Realizing financial, sustainability, and efficiency benefits** from adapting our workplaces
- Establishing the foundation for **a more accessible, equitable, fluid, and effective working environment**

Flexible Work Priorities

Prioritizing flexible work options has a positive effect on the MIT workforce, which helps the Institute achieve its mission and values more effectively.

Flexible Work Priorities	MIT Mission and Values
Improve **Productivity**, **Effectiveness**, and **Impact** of MIT	Combine rigorous academic study with the excitement of discovery
Increase Employee **Wellness** and **Satisfaction**	Promote a workplace of inclusion that welcomes and supports people of all backgrounds, viewpoints, experience, talents, and ideas.
Improve Employee **Recruitment** and **Retention**	Bring knowledge to bear on the world's great challenges
Lower **Environmental** Impact	Extend the horizons of human intellect through research
Maintain MIT's Ties to the **Community**	Generate, disseminate, and preserve knowledge

"We seek to develop in each member of the MIT community the ability and passion to work wisely, creatively, and effectively for the betterment of humankind." – *MIT Mission and Objectives*

Purpose of These Materials

Emerging from ideas gathered by Task Force 2021, the Work Succeeding initiative was created to develop and refine guidance, tools, and policies to support new ways of working at the Institute.

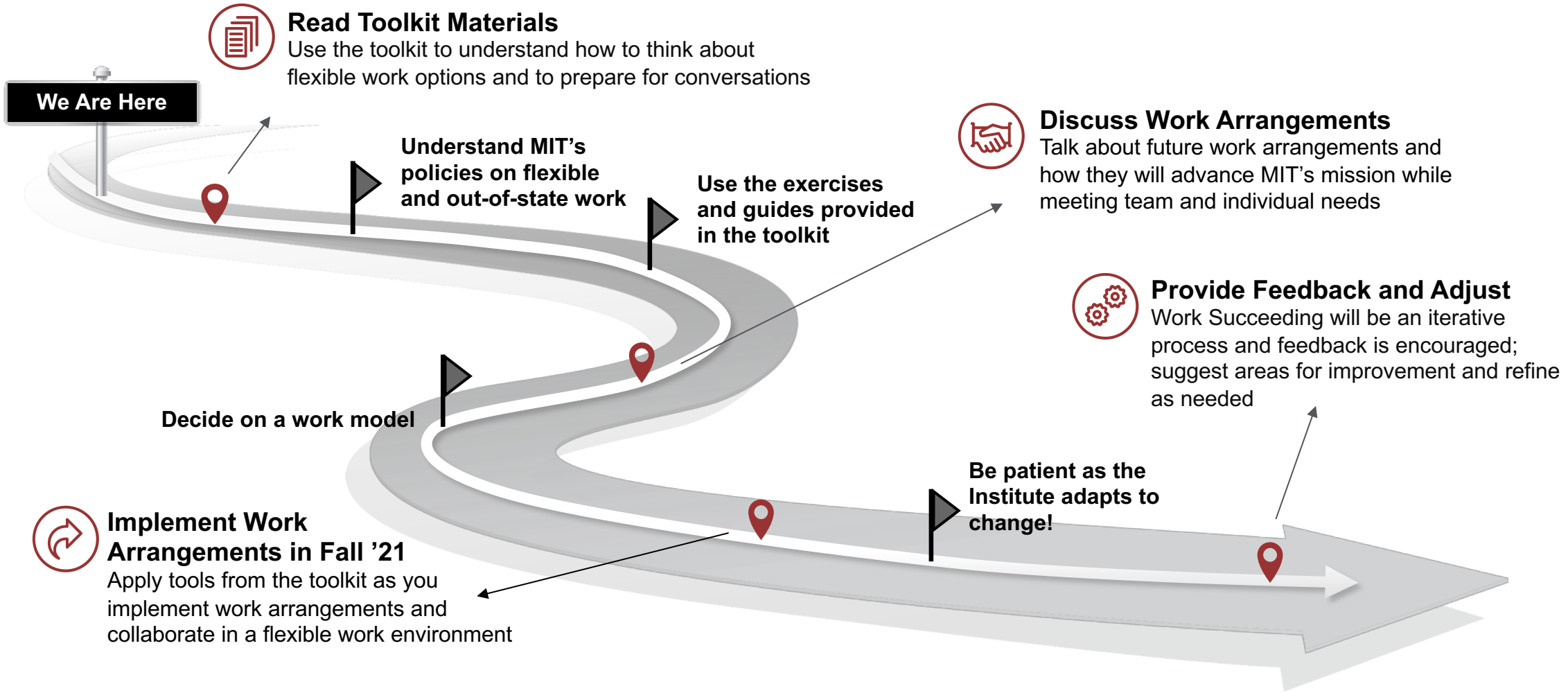
These materials are intended to provide resources for MIT employees to make decisions about and work effectively within a flexible work environment. While the general guidance in this toolkit can be used by union employees, the specific recommendations regarding flexible work environments are not intended for this population.

Every team has diverse needs. Team members should work together to determine work arrangements that best meet MIT's mission while considering individual preferences, community culture, and other factors.



Work Succeeding Journey Map

As you prepare for the Fall 2021 semester, reference the below roadmap to understand the recommended sequence of Work Succeeding activities.



Why YOU are Critical to Work Succeeding

Due to the decentralized nature of MIT's flexible work policy, team members will have more ability than ever to voice their opinions about where to work while advancing MIT's mission.

Why team members will be important to driving the initiative's success:

- Work Succeeding will **not produce Institute-wide policy that dictates where employees should work**. You have the ability to voice your preferences to your manager. Show them how you will continue to work effectively in support of MIT's mission and your role's needs in whichever environment you prefer
- Individuals on your team will have a **variety of preferred work locations and styles**. To help your whole team succeed, you will have to adapt to the range of work situations your team chooses
- MIT needs **each of you to work effectively and sustainably** to achieve our shared long-term mission

HOW?

Communicate what works for you

Determine which **work model is optimal for you**, and **communicate your preference and reasons** to your supervisor. Everyone can promote MIT's mission by optimizing their working styles.

Adapt to working norms

Collaborating with teammates will **feel different in a flexible environment** than it did either on campus or when the Institute was primarily remote. Adapting to the team's new working styles will ensure everyone can be effective at their jobs.

Trust and appreciation

It is possible that many of your team members will want to work in a different environment than you. Show them that you **trust them to complete their work** and you **appreciate their contributions** to the team and MIT's mission.

This Work Succeeding toolkit will help you prepare for discussions regarding flexible work arrangements

How to Use These Materials

UNDERSTAND THE OPTIONS

Sections Included

Section 1: Work Decisions and Design

As you consider the work practices that may fit best for yourself (within the context of your team) moving forward, it is important to first understand the context. **Read through Section 1 to ground your understanding of the options available.**

- Overview of potential work models (on-site, hybrid, remote)
- Approach for how to balance job requirements with preferences
- Illustrative employee personas

PREPARE TO MAKE DECISIONS

Sections Included

Section 2: Work Planning Protocols

After you understand the context for how to make decisions, use Section 2 to organize your thoughts in preparation for meeting with your manager. Note that **this section contains policy and guardrails as well as processes and forms** to discuss with your manager.

- Strongly recommended steps to take with your manager regarding you and your team's work arrangement, including the following:
  - Preparing for a conversation
  - Completing your work plan (e.g., work model decisions)
- Frequently asked work planning questions

SUPPORT YOURSELF

Sections Included

Section 3: Technology and Equipment

Section 4: Culture, Well-Being, and Inclusion

Section 5: Communication and Collaboration

The final three sections of this document provide **guidance and tips for successfully** supporting MIT's mission in a flexible environment. Use these resources to help facilitate a positive work environment for yourself and your colleagues.

- Guidance on using and obtaining technology and equipment
- Resources to promote personal well-being and positive, inclusive team practices
- Best practices on communicating and collaborating in a flexible work environment

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Work Decisions and Design	**Work Planning Protocols**	**Technology and Equipment**	**Culture, Well-Being, and Inclusion**	**Communication and Collaboration**
*Section 1 is designed to **provide a framework** for understanding various work models and which may work best for employees given their role and preferences.*	*Section 2 should be used to **guide employees in their work planning conversations** with their manager or supervisor. It includes policies and guardrails related to flexible work.*	*Section 3 guides employees in both how to **work effectively** with a virtual component and how to provide **guidance on technology/equipment.***	*Section 4 provides employees with tools and resources to foster an **inclusive team environment** that prioritizes well-being and a positive team culture.*	*Section 5 provides resources and best practices related to **communication and collaboration** within and across teams while navigating a flexible work environment.*