

J-PAL North America General Human Resources Guidebook

Last updated: April 2025

All J-PAL North America employees are MIT employees, with the exception of interns and other temporary workers who are employed through a third party employment agency. This guidebook is intended to provide benefits-eligible MIT employees with information and links to [MIT personnel policies](#) and to share J-PAL North America's guidance and practices on the topics below:

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Please contact Isaak Kifle (ikifle@povertyactionlab.org) or Liz Zuckerberg (ezuckerberg@povertyactionlab.org) with any questions or edits to this guidebook.

I. Staff Values & Commitment to DEI

J-PAL North America is committed to ensuring an inclusive work environment free from harassment and discrimination where differences are respected and celebrated, where all staff feel valued, and where all staff are enabled to meet their full potential. J-PAL North America has created a statement on [staff values and commitments to DEI](#).

Please be advised that all staff are expected to work in a way that is consistent with our staff values and that contributes to advancing our DEI commitments. Our performance evaluations include a review of staff performance in this area so that all staff are held accountable. We have outlined staff performance expectations related to our values and DEI Commitments [here](#) along with our core competencies. If you have any questions about what is expected of you, please review this core competencies document with your supervisor and/or discuss with Human Resources staff.

J-PAL North America DEI working group

The J-PAL North America staff DEI Working Group is coordinating our DEI work. Founded in 2017, the DEI working group was recognized with a [2020 MIT Excellence Award](#) for advancing inclusion and global perspectives. Staff may request to participate on the DEI Working Group steering committee, the Training and Capacity Building Subcommittee, or the Special Projects Subcommittee. If you are

interested in participating in the DEI Working Group please reach out to Laina Sonterblum at lsonterblum@povertyactionlab.org.

Personal conduct and responsibilities

MIT is committed to providing a living, working and learning environment that is free from harassment and discrimination. All members of the MIT community, including J-PAL North America staff, are expected to conduct themselves with professionalism, personal integrity, and respect for the rights, differences and dignity of others. These standards of personal conduct apply to all communications, whether oral, written, or in gestures. All staff are expected to review [MIT's policies on nondiscrimination and harassment](#), to complete training on these topics when they begin their employment, and to comply with MIT policies. Procedures for reporting discrimination and harassment are available on the Institute Discrimination & Harassment [website](#). Information on formal complaint processes can also be found on the IDHR [website](#).

J-PAL North America also has a formal Grievance Redressal Mechanism (GRM) that has a detailed set of [guidelines](#) relating to expected researcher behavior and resolving or reporting code-of-conduct concerns in research operations. Should you have any questions about this GRM, please contact Cat Darrow at cdarrow@povertyactionlab.org.

II. Employee support resources

The MIT Human Resources Center for WorkLife and WellBeing

The [MIT Work-Life Center](#) is committed to employee well-being and meeting the personal and professional needs of MIT staff and their families. They offer a wide range of programs and services to enhance your quality of life, both at home and at work. These programs include webinars on a diverse range of work-life topics, assistance with childcare or eldercare issues, support for young professionals and behavioral and mental health support.

Employee resource groups

As MIT employees, all J-PAL North America staff are welcome to participate in MIT employee resource groups. Employee resource groups (ERGs) are employee-led groups formed around common interests, common bonds, or similar backgrounds. You can find a list of current MIT employee resource groups [here](#).

J-PAL North America also has its own employee resource groups...contact Jatnna Amador at jamador@povertyactionlab.org for information on current J-PAL NA employee resource groups.

Working groups

The [MIT Working Group on Support Staff Issues](#) (WGSSI) consists of support and administrative staff throughout the Institute who work to address issues of concern to support staff employees at MIT.

III. Compensation and Advancement

J-PAL North America employees are MIT employees and all starting salaries, salary increases, and promotions require approval from MIT. Most J-PAL North America positions fall into the technical staff, SRS, administrative staff, SRS, or support staff categories. J-PAL has a negotiated salary range for

technical staff salaries which is based on a market salary survey which is conducted every 2-3 years. Administrative and support staff salaries are based on MIT's salary ranges which are available [online](#). Technical and administrative staff are paid semi monthly, on the 15th of the month and on the last business day of the month. If either falls on a weekend or holiday, the pay date will be the business day that precedes that weekend or holiday. Hourly paid support staff payday is each Friday. If a holiday falls on a Friday, payday will be on Thursday. Hourly support staff are required to complete weekly timesheets.

MIT has an annual salary review program that generally offers a salary increase each year in January for technical and administrative staff and in April for support staff. Annual salary increases over the past few years have been between 3-4.5% on average. All technical and administrative sponsored research staff who are hired by July 1 and administrative staff who are hired by the last Monday in November who are meeting performance requirements are eligible for an annual salary increase in January or April respectively. Information about annual salary increases is available at <https://hr.mit.edu/performance/reviews/schedule>.

J-PAL North America is committed to retaining and advancing talented staff and reviews all staff for promotions every 6 months with effective promotion dates of January 1 and July 1. Most staff who are meeting performance requirements are promoted within 2-3 years on average, provided there is an organizational need and funding for their new role. Information on J-PAL North America's compensation structure and promotion process can be found [here](#). This document is updated at least annually. If you have questions about your compensation or promotion pathway, please speak with your supervisor or contact Liz Zuckerberg at ezuckerberg@povertyactionlab.org.

IV. Overtime Pay (support staff only)

It is the nature of our work that we occasionally have projects or travel that require us to work more than our designated weekly amount of hours.

For non-exempt salaried employees (administrative and technical sponsored research staff):

Non-exempt salaried staff (administrative and technical sponsored research staff) are not provided with overtime pay for time worked in excess of their regular schedules because their duties are judged to satisfy the criteria established under the Federal Wage-Hour Law for exemption from the overtime pay requirements of the Law. It is expected that salaried staff may occasionally be asked to travel or work overtime to complete a project, and is thus reflected in an employee's salaried pay. Accordingly, these employees should be extended privileges with respect to occasional absences from work, and allowed to take time off without loss of pay or vacation credit for personal reasons or for needed rest and relaxation after working long hours of overtime.

For hourly MIT employees:

Hourly MIT staff are eligible for overtime pay for hours worked over their designated weekly amount. While hourly MIT staff should record and be paid for any overtime hours accordingly, overtime pay should be seen as the exception rather than the norm. Hourly MIT staff who regularly have more than 40 hours of work each week should consult with their supervisor about how to prioritize their workload

and/or how to shift responsibilities to other staff. Prior approval should also always be granted from the employee's supervisor before working and submitting overtime hours.

Optional J-PAL activities (for example, social receptions held outside of normal business hours in conjunction with an event) should not be counted as overtime or time worked. The exception is if you are attending in a working capacity. Approval for overtime should always be approved by the Director of Finance & Operations in advance.

Hourly MIT staff should record any overtime worked the same way they work record normal working hours on their time sheet, by going to Atlas → Time and Vacation Entry → Time Sheet Entry. Overtime can be recorded in quarter-hour increments.

Please refer to MIT's [Overtime Pay for Support Staff](#) policies for more information.

V. Working Hours

J-PAL North America staff salaries are based on the expectation of a 40 hour work week (2,080 hours per year). For staff located in the J-PAL North America office in Cambridge, the standard office hours are Monday-Friday 8:30 am to 5:30 pm with one hour for lunch (unpaid). As part of its current J-Flex North America work model (implemented in April 2022), J-PAL North America does allow staff flexibility to work between the hours of 7am-7pm EST on Monday-Friday and provides some additional flexibility for staff to occasionally work outside these hours if needed. Massachusetts law requires employers to provide at least a 30 minute unpaid break for each 6 hours of work, so that break should be factored into staff schedules. If there are compelling reasons that do not allow you to work between 7am-7pm or if you have any concerns, please discuss this issue with your supervisor. Please respect your coworkers' regular working hours and do not expect them to be responsive to emails or available for calls outside their regular hours. If you have to ask someone to come in early or stay late for an important task, please notify and discuss this with that person well in advance.

Staff who are fully remote and working outside EST zones are required to set their schedules to allow for at least 4 hours of overlap with standard Cambridge office hours.

We take great pride in our relaxed work atmosphere and flexibility to accommodate time out for medical visits, appointments, child care issues, family emergencies, home repairs, late night flights, and other work-from-home situations. At the same time, it is important to set a work schedule that allows for regular participation in office meetings and events and to always give advance notice to your supervisor and coworkers if you will be out of the office for all or part of the day. This includes updating the J-PAL NA travel calendar if you will be out of the office for a half day or more as well as blocking whatever time you will be out of the office on your own calendar. If you need to come in late or leave early on a given day, then you can arrange to use flex time and make up that time in communication with your supervisor or take that time as paid sick or vacation leave (as appropriate).

VI. Hybrid and Remote Work and Flexible Work Arrangements (J-Flex NA)

Job flexibility is a business tool that involves employees and managers in making changes to the way work gets done—the when, where, and how—in order to better meet the employee's work-life needs and the strategic interests of the employer. Job flexibility has the potential to not only increase employees' work-life effectiveness and job satisfaction, but also help managers improve employee

recruitment, retention, engagement, and productivity. As MIT employees, employees of J-PAL North America are subject to the policies of MIT, which allow J-PAL North America some discretion in setting up remote work and flexible schedule arrangements subject to approval by MIT. See our [J-Flex NA](#) document describing J-PAL NA's current flexible work arrangement practices. The default flexible work arrangement is a hybrid schedule with some days working in the office and some at home. Depending on the role, most staff who have been at J-PAL for 2 years may have the opportunity to request a fully remote work arrangement, but these arrangements are the exception and not the rule.

As noted in the working hours section above, J-PAL North America currently sets its standard work hours as 40 hours per week on Monday-Friday from 8:30am-5:30pm EST, with a one-hour unpaid lunch break. Employees are not required to take a one-hour lunch break, but should take at least a 30 minute break for every 6 hours of work. There is some flexibility with regard to this schedule so please work with your manager to set your hours. All employees have the option of a Quiet Thursday remote work benefit. Flexible schedules that fall within the Monday-Friday 7:00am-7:00pm EST range are at the discretion of the employee's supervisor. All employees must complete a *J-PAL North America Flexible Work Arrangement Form* to document whether or not they are electing a hybrid fixed, hybrid flex or fully remote work arrangement. Employees are advised that it is not possible to extend a fully remote work arrangement to all positions at J-PAL North America as physical presence at the office is necessary for the various tasks assigned to some positions. Similarly, even for employees who are permitted to avail of remote work or flexible work arrangements, it is important to understand that such permission does not create any inherent right, and the continuation of any remote or flexible work arrangement is subject to the discretion of J-PAL North America's senior leadership team and MIT approval. A regular review of remote work or flexible work arrangements at least every 12 months is required to ensure they continue to be effective for both the employer and employee.

Employees who work remotely, either on a hybrid or fully-remote basis, must be prepared to take responsibility for ensuring that they are working in a safe environment for themselves and any J-PAL North America equipment, and that any sensitive data or confidential information they are accessing is protected. Care should be taken when working in a public place that sensitive information discussed on phone calls or other communications are kept confidential. All laptops or other equipment provided to hybrid and fully remote workers remains the property of J-PAL North America.

J-PAL North America will not cover internet, phone, insurance, office supplies, relocation, office space, travel to Cambridge, or other costs associated with voluntarily working remotely unless working in a remote location is required by the position/the position has been approved by MIT to be officially located outside of the Cambridge area. J-PAL North America will also not cover commuting costs to MIT for employees who have a hybrid work arrangement, even if they are coming to the office for a special event or meeting outside their normal hybrid work schedule. For employees who have an ongoing remote work arrangement where their regular work location is outside of the Cambridge, MA office, and where they are located remotely for strategic reasons (not personal ones) travel to and from the Cambridge, MA office will be covered as a normal business expense. Before completing their flexible work arrangement form, employees should check in with their supervisor or the Director of Finance & Operations if they are not clear on what costs are covered in their particular situation.

Quiet Thursdays

All J-PAL North America employees are offered the option to work remotely from home or another suitable location each Thursday. During Quiet Thursdays, the expectation is that J-PAL North America employees will limit their use of email and other inter-office communications and use this concentrated period of uninterrupted time for completing certain tasks and projects such as reading, writing/editing publications, design work, etc.

Focus Weeks

During one week each quarter, J-PAL North America has a focus week that is intended to allow staff large blocks of time for individual or group work projects. During focus weeks, the expectation is that J-PAL North America employees will not schedule meetings, will limit their use of email, and will use this concentrated period of uninterrupted time for completing certain tasks and projects such as reading, writing/editing publications, design work, or to complete group projects. Focus weeks are generally scheduled on the NA travel calendar at least 6 months in advance.

VII. Snow Days/Emergency Closings

The safety of J-PAL NA employees is a top priority and employees should monitor the news and use their best judgment in determining if it is reasonable for them to travel to campus, or if they need to leave work early to get home safely, during inclement weather. If the MIT campus is closed, employees who were scheduled to be in the office that day are not expected to come into the office. Our office is physically open every day to those who wish to come into the office, but there is no expectation for employees to do so. Current information on emergency closings can be found [here](#).

For exempt salaried employees (administrative and technical sponsored research staff):

Most J-PAL NA employees currently have hybrid flex or remote work arrangements and are expected to continue to work remotely during snow days/emergency closings unless weather conditions disrupt their internet/electricity and make it impossible to work or they have an unexpected caregiving need due to closures of care facilities or schools. We understand that with school closings and other demands that some employees will not be as productive as usual. If you are unable to work from home (for example, you need to provide childcare, etc), there is no penalty on days when MIT is officially closed, and you do not need to record that day as vacation. However, we do expect salaried employees to make an honest effort to take care of their work commitments as much as possible. Salaried employees do not need to record time off during emergency closings.

For non-exempt hourly MIT employees (support staff):

Most J-PAL NA hourly employees are currently working fixed hybrid schedules and are expected to continue to work during snow days/emergency closings unless weather conditions disrupt their internet/electricity and make it impossible to work or they have an unexpected caregiving need due to closures of care facilities or schools. On days when MIT is closed, hourly MIT employees who have in-office support needs are not expected to travel into the office to do in-office work. Hourly MIT employees should record emergency closings by selecting “Emergency Closing” on their timesheet for the appropriate day(s) by going to Atlas Time and Vacation Entry Timesheet Entry. In addition, hourly MIT employees should record time actually worked on a snow or emergency day by selecting “Work

During Emergency Closing” on their time sheet for the appropriate day(s) by going to Atlas Time and Vacation Entry Timesheet Entry.

Notes for all employees:

If an employee is on vacation on a day MIT has an emergency closing, that day should still be recorded as vacation.

If the MIT campus is open, but the weather is potentially dangerous and the commute is more difficult, all employees are given flexibility to determine with their supervisor whether they should work from home or work from the office. We expect supervisors to agree to employee requests as much as possible, and do not expect employees to commute to the office in potentially dangerous situations. We understand that employees working at home on bad weather days may have interruptions to their work, but these days are considered regular work days and staff should treat them as such. If an employee is not able to do any work or very little work due to inclement weather on a day when MIT is not officially closed, that time should be counted as a full or half vacation day, as appropriate.

VIII. Holidays

MIT offers 13 paid holidays each year, plus 1-2 special holidays, which are listed on the NA Travel Calendar and on MIT’s Human Resources [holiday calendar](#). Additionally, MIT offers a paid winter break to staff at the end of December with the exact days announced each year.

For exempt salaried employees (administrative and technical sponsored research staff):

Salaried staff do not need to record MIT holidays.

For non-exempt hourly employees (support staff):

Hourly support staff should record holidays by selecting “Holiday” on their time sheet for the appropriate day(s) by going to Atlas Time and Vacation Entry Time Sheet Entry.

Notes for all staff:

There is no expectation for staff to work on a MIT holiday or on winter break. If staff are on vacation during a MIT holiday, they do not need to enter the day of the holiday as vacation.

J-PAL North America values religious diversity and observes 2 quiet days and 2 days of reflection each year to help provide some additional support for staff who want to take time away from work for religious and cultural observance. Quiet days and days of reflection are scheduled annually based on a survey of staff preferences. Staff who choose to take time off for holidays or religious observances that are not official MIT holidays or days of reflection need to use flex time and make up that time in communication with their supervisor, or should record those days as “vacation” (or “personal leave” for non-exempt hourly support staff). Supervisors are encouraged to be as accommodating as possible and work with staff as appropriate to use flex time in place of vacation time for staff who wish to take time off for cultural or religious observances.

J-PAL North America’s observed quiet days and days of reflection are not official MIT holidays and are subject to change at any time. Please refer to MIT’s [Leave for Religious Observances](#) policies for more information on MIT’s official religious leave policies.

IX. Vacation Leave

J-PAL North America believes it is important and valuable for all employees to take time off from work to relax and rejuvenate. Full-time and part-time employees, including support staff, administrative sponsored research staff, and technical sponsored research staff, who work at least 50% of a regular work schedule are eligible for paid vacation leave. Information on MIT's current vacation leave benefits can be found at:

<https://policies.mit.edu/employment-policy-manual/40-leave-policies/42-vacation>

Please follow the following procedures when planning for a vacation:

- Inform your supervisor of the dates you will be on vacation in advance of your time off, as well as anyone you are working with on a large, active project that could be affected by your absence;
- If there are any work issues that will require attention in your absence, inform your supervisor and any relevant parties;
- Post your vacation dates on the NA Travel calendar using the format "Name – vacation."
 - Always use the word "vacation" instead of "out" or "in NYC" so staff clearly know that you are offline and not working.

For salaried (exempt) MIT employees (Administrative/Technical staff):

Salaried or exempt employees do not complete a timesheet every week and are paid twice monthly. Salaried staff should deduct the days from their Vacation Tracker by going to Atlas and accessing the Time and Vacation Entry My SRS Vacation Tracker. Time off needs to be recorded at least monthly in order to keep our finances updated correctly. Ideally paid time off should be recorded in advance of the leave or immediately after your vacation. In any given month in which you do not use vacation time, please also go into the Atlas vacation tracker and submit a report so it is clear that no vacation time was used in that month.

For hourly (non-exempt) MIT employees (Support staff):

Hourly or non-exempt employees complete a timesheet every week and are paid weekly. Hourly MIT staff should record vacation days by selecting "Vacation" on their time sheet for the appropriate day(s) by going to Atlas Time and Vacation Entry Time Sheet Entry.

Information on vacation tracking can be found [here](#).

Notes for all staff:

Staff should keep in mind that intermittently checking email or working while on vacation does not equate to a regular workday. Planned vacations should always be marked as "vacation" unless a full 4 or 8 hours were dedicated to work on a vacation day, in which case it can be counted as a half or full working day, as appropriate. Please set an out of office message on your email with a contact who can cover for you while you are on vacation.

At the discretion of a staff member's supervisor, staff may take up to 5 days of vacation that have not yet been accrued. To do this, request prior approval from your supervisor in writing with cc to Liz Zuckerberg (ezuckerberg@povertyactionlab.org).

X. Sick Leave

MIT offers generous sick-time policies, and staff are encouraged to take sick days as appropriate in order to maintain their health. It is also encouraged that staff stay home and take a sick day if they have any illness that might be contagious to others (for example, Covid, the common cold or the flu). Please refer to <http://policies.mit.edu/policy-topics/time> for MIT's current sick leave policies.

Newly hired staff are credited with 20 days of sick time at time of hire, and begin to accrue monthly after one year of service. Staff who are benefits-eligible generally accrue 12 sick days per year on a monthly basis. Accrued Sick Time is paid at 100% of the employee's regular pay.

Accrued Sick Time can be used for time the employee cannot work due to their own minor illnesses, medical and dental appointments, and serious illnesses. When a benefits-eligible employee cannot work due to a serious illness, they may use either their accrued Sick Time (100% pay) or Serious Illness Reduced Pay (SIRP) which is paid at 80% of pay up to a salary cap which is determined each year.

Non-benefits eligible employees working in Massachusetts may also be entitled to up to 40 hours of accrued sick leave (paid at 100%) for illnesses and for medical appointments, and up to 20 weeks of partially paid sick leave for their own serious health condition.

- Research and Administrative Staff [P&P Section 7.5.4](#)
- Administrative, SRS, and Support Staff Sick Leave [EPM Section 4.3](#)
- Sick leave [tracking tool](#)
- All staff working in Massachusetts, including staff not otherwise eligible for employee benefits: Massachusetts Earned Sick Time [EPM Section 4.3.8](#) and Paid Family and Medical Leave Act [EPM Section 4.3.6](#)

Notification requirements for sick leave

Employees are responsible for promptly alerting their supervisor of all absences due to injury or illness. (When possible) Inform your supervisor that you will be out of the office and add a note to the NA travel calendar using the format "Name-sick." If there are any work issues that will require attention in your absence, inform your supervisor. Put an out of office message on your email.

For sick leaves for a Serious Health Condition or an absence longer than three consecutive workdays (or 24 consecutive work hours), the employee should contact MIT's leave administration vendor [Workpartners](#) at 1-833-852-2207 to request a leave of absence. Before requesting a leave, please review these checklists to help you keep track of the steps you'll need to take before, during, and after your leave.

[Employee Checklist for a Planned Medical or Family Leave](#)
[Employee Checklist for an Unplanned Sick Leave](#)

Recording requirements for sick leave

For exempt salaried employees (administrative and technical sponsored research staff):

Salaried staff should record all sick days by going to Atlas Time and Vacation Entry Sick Time Reporting (Monthly Paid Staff).

For non-exempt hourly MIT employees (support staff):

Hourly MIT staff should record sick time by selecting “Sick” on their time sheet for the appropriate day(s) by going to Atlas Time and Vacation Entry Time Sheet Entry.

Information on tracking sick leave can be found at <https://hr.mit.edu/benefits/time-off/sick-time>.

Notes for all staff:

Staff are not expected to complete any work on days they are out of the office because of an illness. Staff who intermittently check email or complete work during a sick day should record the hours they did not do productive work as sick time. Sick time can be recorded in quarter-hour increments.

If staff are out of the office because their child or family member is sick, they should record non-productive work hours as sick time, or make up that time by working with their supervisor on a flex time arrangement.

Current information on MIT sick leave benefits can be found [here](#).

XI. Parental/Family leave

MIT provides three kinds of paid Family Leaves to benefits-eligible staff, and also to non-benefits eligible staff who are working in Massachusetts:

Parental and Bonding Leave for new parents – up to a total of 12 weeks

For benefits-eligible staff, up to 20 days (4 weeks) of the 12 weeks may be paid under MIT’s Paid Parental Leave policy; up to 8 additional weeks may be paid as Bonding Leave (note that bonding leave is paid at the state rate and subject to a salary cap). For non-benefits eligible staff working in Massachusetts, up to 12 weeks of leave may be paid as Bonding Leave

Leave to care for a Family Member with a Serious Health Condition – up to 12 weeks

Employees may use up to 40 hours of their accrued Sick Time to care for a Family Member with an illness (whether minor or serious, for a Family Member’s medical appointments, and certain other reasons).

Leave related to Family Members currently or formerly in the Armed Forces

To handle Qualified Exigencies – up to 12 weeks

To care for a Covered Servicemember – up to 26 weeks

Each type of Family Leave is permitted for the specific time periods noted above. In addition, the total amount of time that an employee may take for any combination of Family Leaves, as well as for an employee’s leave for their own Serious Health Condition, is limited to 26 weeks in the aggregate over a Benefit Year.

XII. Other Leave Benefits

Personal Leave (Support staff only)

MIT's policy on personal leave is intended to provide support staff with flexibility in their work situations by allowing paid time away from work to accommodate personal needs which otherwise would have to be charged to vacation balances (e.g. home repairs, personal appointments). Support Staff who are

scheduled to work at least 50 percent time and who have completed six months of service at the Institute may use up to three days of their accrued Sick Time each year for personal absences. Employees may also use all or part of their personal time for the illness of a family member, in addition to the 40 hours from their accrued sick leave. Support staff should obtain the approval of their supervisors to be absent on personal leave on a given day or part of a day. Personal leave may be taken in less than full-day periods and is reported to the nearest quarter of an hour. As in the case of regular sick leave, payment will be chargeable to departments in the same account distribution as provided for in normal salary charges.

Support staff should follow the following procedures when planning a personal day:

- Inform your supervisor that you will be out of the office (with advanced notice, when possible);
- If there are any work issues that will require attention in your absence, inform your supervisor and any relevant parties;
- Add your day off to the NA travel calendar using the format “Name-personal day.”

Hourly MIT staff should record personal days by selecting “Personal Leave” on their timesheet for the appropriate day(s).

Administrative and Sponsored Research Staff are not eligible for personal leave. All employees should be provided with flex time benefits when appropriate to take leave to address personal responsibilities that may occasionally need to be handled during business hours.

Bereavement Leave

MIT's bereavement leave policy is designed to provide employees with paid time away from work to grieve and to handle matters related to a death in their family. All full-time and part-time MIT employees, even if not otherwise benefits-eligible, may take bereavement leave. In the event of a death in an employee's family, after discussion with their supervisor, the employee may be granted up to five days of paid leave for bereavement. In unusual circumstances, additional time (paid or unpaid) may be granted at the discretion of the supervisor with the advice of the Human Resource Officer. For the purposes of this bereavement policy, family includes one's immediate or extended family as well as family of domestic partners, step-families, and other family relationships.

Jury or Witness Duty

Employees summoned to serve on a jury, or required by subpoena to appear as a witness in court, are paid by MIT the difference between any fee received from the court and the employee's normal base pay for the time period involved. In order to receive this pay differential, the employee must have been hired prior to receiving notice to appear in court, must inform the supervisor of his or her intention to be absent from work, and must present a certified statement of earnings from the court for the period of service. As court duty often does not require a full time commitment, employees are expected to report to work on days or reasonable portions of days when attendance in court is not required. An employee is not paid for witness duty when he or she is a party to the action.

Leaves of Absences for Victims of Domestic Violence

MIT's policy on leaves of absence for victims of domestic violence is found in Policies & Procedures Section 7.5.7, Leaves of Absence for Victims of Domestic Violence. This leave is available to all employees, including part-time employees.

Time Off for Voting

Employees are generally expected to vote during non-working hours, as the polls in Massachusetts are open beyond the hours of most normal work schedules and for many elections, early voting is available. For elections in which the President of the United States is elected, employees who cannot vote during non-working hours may request up to two hours of paid time for voting. For other elections, an employee who is unable to vote during non-working hours may request, in advance, time off up to a maximum of two hours to vote, which may be granted on a leave without pay basis. Alternatively, the time may be made up at a mutually agreeable time at the discretion of the supervisor. Such make-up time may not incur overtime expense.

Current information on these and other types of leave benefits can be found on MIT's website [here](#).

Please list your time out of the office in the NA travel calendar using the following:

- "Name-vacation" (on PTO and not working, time should be reported in Atlas)
- "Name- sick" (on PTO and not working-time should be reported in Atlas)
- "Name-parental leave" (on PTO and not working)
- "Name-bereavement" (on PTO and not working-this time is not tracked in Atlas)
- "Name-jury" (on PTO and not working-this time is not tracked in Atlas)
- "Name-ooo flex" (using flex time and not working)
- "Name-ooo work" (working out of office so may be slow to respond and/or offline/unavailable eg conference, site visits, training, external meetings, other work travel). Can add location or more details if helpful eg Liz-ooo work South Africa office
- "Name-wfa location" (working from outside your usual location eg Jane- WFA Texas)

XIII. Health Insurance and Related Benefits

MIT provides employees with a generous cost-share benefit for health, vision and dental insurance. New employees have 30 days from their official hire date to enroll in these health insurance plans. After the initial enrollment period, changes to health plans can only be made once per year during the open enrollment period each fall or if the employee has a qualifying life event (eg marriage, birth of a child, divorce, etc.). Employees who have coverage elsewhere (e.g. parents, partners, etc) may also choose not to elect these plans.

MIT offers three health plan options: The MIT Traditional Health Plan, the MIT Choice Health Plan and the MIT High Deductible Health Plan. Learn more about these plans on the MIT website at: <https://hr.mit.edu/benefits/health>.

MIT also offers two [dental plans](#) and a [vision plan](#) to employees.

An [MIT Health Care Flexible Spending Account \(FSA\)](#) allows employees to set aside funds tax-free each year in anticipation of medical expenses. These funds are deducted from an employee's payroll and the employee may submit eligible expenses and be reimbursed during the year, resulting in an income tax savings. Because this is a use-it-or-lose-it plan, be as accurate as you can in estimating your eligible expenses. Receipts are needed to qualify for reimbursement.

XIV. Commuting/Parking Benefits

MIT offers employees several cost-saving benefits on transportation to work. Access MIT commuter benefits include:

- Free, unrestricted use of the MBTA subway and local bus system
- A commuter rail subsidy
- A subsidy for parking at MBTA stations
- Reimbursement for a portion of private transit commuting costs
- A discounted daily parking program

Your MIT ID includes the CharlieCard chip. If you have questions about transportation discounts, information on the range of transportation benefits can be found [here](#).

XV. Dependent Care and Portable Child Care Benefits

MIT offers a pre-tax [Dependent Care FSA](#) program and a significant annual portable child care subsidy of \$3,000-5,000 to help cover the cost of childcare. Please note that the subsidy amount is based on family household income and number of eligible children. Because this is a use-it-or-lose-it plan, be as accurate as you can in estimating your eligible expenses. You automatically lose any unused money left in your account after April 30 each year. You may not use this money for any other purpose, transfer it to any other account, or roll it over to the next year's FSA. Receipts are needed to qualify for reimbursement.

XVI. Other Benefit Programs and Perks

MIT offers a range of voluntary benefits from pet insurance to legal insurance and long-term care insurance. You can find information on these benefit programs [here](#).

MIT also offers some great perks to save you money, such as free museum admissions, savings on sport/theater tickets, travel savings, a credit union, a free emergency ride home, etc. Learn more about these perks [here](#).

XVII. Retirement Benefits

MIT offers both a 401k and pension plan to help employees save for retirement. For the [401k plan](#), MIT matches up to 5% of your pay in contributions. When you enroll in and contribute to your 401(k) account, you are 100% vested – that is you fully own your contributions, MIT's matching contributions, and all interest earned on the investments you choose through the plan. MIT's [pension plan](#) provides a basic retirement benefit that will be paid to you upon your retirement as a monthly income for the rest of your life. You begin earning your pension plan benefit, also known as a basic retirement benefit, on your first day of plan eligibility. In general, however, you may not receive a benefit from the pension plan unless you have completed three years of service at MIT.

XVIII. Professional Development

MIT and J-PAL North America are committed to helping employees learn and grow and offer a range of career and professional development opportunities. Employees at MIT have access to a [tuition assistance benefit of up to \\$5,250 per calendar year](#) and also have access to career counseling and a broad range of free workshops and wellness programs offered regularly in person or through MIT's

learning management system. Information about MIT workshops and professional development opportunities can be found [here](#). J-PAL North America has a [guide](#) that helps employees understand how MIT courses tie back to our core competency requirements.

J-PAL North America employees have a few additional benefits beyond what MIT offers its employees:

- An annual professional development fund for each employee (currently \$900/year) to help cover classes, conferences or other training not covered by MIT's tuition reimbursement program, and a book fund for DEI, job, or career related books (currently \$50/year). These funds are in addition to required attendance at work-related conferences or events for which registration and travel costs will be covered.
- Fully funded attendance at [a management training program](#) (required of all managers).
- Free tuition for the online J-PAL MicroMasters in Data, Economics and Development Policy certificate program. Information on the J-PAL Micromasters can be found [here](#)
- J-PAL North America employees are also invited to participate in weekly applied microeconomics workshops and other learning opportunities on campus.

XIX. Performance Evaluation Process

Quarterly Candid Conversations are an important part of J-PAL North America's performance management system, which includes weekly or by-weekly check-ins between supervisors and direct reports, regular praise and constructive feedback, coaching, and investments in professional development of employees. Supervisors should not wait for Quarterly Candid Conversations to provide feedback to their direct reports. Employees are encouraged at any time to provide feedback to their peers or supervisor directly in person or by submitting feedback through PerformYard.

The purpose of the Quarterly Candid Conversations process is to:

- Ensure staff are receiving timely, useful feedback based on the Radical Candor model of caring personally and challenging directly
- Encourage a growth mindset where employees feel they have the coaching and support they need to successfully take on challenges and learn and grow
- Hold employees accountable for their performance in a way that is motivating and that measures what matters for their unique roles
- Celebrate success
- Shine a light on areas where improvement could be made
- Document progress and areas for improvement and be sure both the employee and supervisor are clear on any next steps
- Identify training/development opportunities

J-PAL NA employees and their supervisor are expected to have four (4) Quarterly Candid Conversations each year. The Quarterly Candid Conversation in October will include feedback from peer and direct report surveys and from external researchers/contacts (as appropriate) while the conversations each January, April and July will be lighter check-ins focused mainly on progress towards completing individual

Objectives & Key Results (OKRs). The April Candid Conversation also has a deeper focus on performance development.

All J-PAL NA employees will be sent a 'Get Candid!' email reminder and encouraged to submit any peer or supervisor feedback they have through PerformYard on the first Thursday of each month. Feedback can also be submitted through the PerformYard system at any time.

A guide to the Candid Conversation process can be found [here](#).

Additionally, MIT follows a progressive disciplinary process. Information on expectations around addressing performance issues can be found in this [J-PAL North America manager's guide](#) or on the [MIT website](#).

XX. Rewards and Recognition

MIT and J-PAL North America offer several opportunities to reward and recognize employee contributions, from simple weekly shout-outs on the staff meeting agenda, to a monthly thank you program and through several award programs:

- [J-Stars](#)- an annual award to acknowledge and recognize the extraordinary efforts made by our staff worldwide who work toward fulfilling the mission of J-PAL.
- [Infinite Mile](#): An annual award to honor staff teams and individuals for significant accomplishments.
- [MIT Excellence Award + Collier Medal](#): The MIT Excellence Awards are formal, Institute-wide awards presented at an annual ceremony and administered by central HR. The program also includes the Collier Medal.
- [The MIT Staff Award for Distinction in Service](#): The MIT Staff Award for Distinction in Service will be given annually to a staff member at MIT whose service to the Institute results in positive lasting impact on MIT's community.
- [The Gordon Y. Billard Award](#): The Gordon Y. Billard award is an individual annual award for a staff member, faculty member, or MIT-affiliated individual who has given “special service of outstanding merit performed for the Institute.”
- [Monthly Thank You](#): Send a thank you note and your recipient will be eligible for the chance to receive a special gift

In addition to formal awards and recognition programs, remember that a simple acknowledgement, thank you, or shout out note on the weekly staff meeting agenda can go a long way to boosting a colleagues morale.

XXI. Additional Policies You Should Know

Please refer to the pages below for additional information on these policies, which include important information on harassment, drug free workplace policies, internet security and conflict of interest.

Other policies:

- [Required Policy Notifications](#)
- [MITnet Rules of Use](#)
- [MIT Conflict of Interest](#)
- [J-PAL NA Policy on Statements Acknowledging Current Events](#)