Leader 2 Leader 2018 Retirees @ MIT Project

Executive Sponsor: Lorraine Goffe
Project Sponsor: Ronnie Haas
Process Coach: Peggy Eysenbach

By:
Allison Dolan-Wilson
Deborah Liverman
Kate Miller
Kathy Bihari
Nick Paquin

December 13, 2018
# Table of contents

Project Overview .................................................................................................................. 3

Initial Discussion with the Project Sponsor, Ms. Lorraine Goffe, Vice President for Human Resources ......................................................................................................................... 3

External scan .......................................................................................................................... 5

Internal scan .......................................................................................................................... 8

Interest ................................................................................................................................... 8

Time Commitment ................................................................................................................. 10

Other Types of Engagement for Retirees .............................................................................. 10

Recommendations .................................................................................................................. 11

Recommendation 1: Implement a Centralized Program ......................................................... 11

   Option 1: MIT as Employer ............................................................................................... 11

   Option 2: NextSource, a Third Party, as Employer .......................................................... 12

Recommendation 2: Increase Communication .................................................................... 13

Recommendation 3: Connect Retirees with MIT .................................................................. 14

Implications and Other Considerations ................................................................................. 14

SWOT analysis ...................................................................................................................... 15

Appendix A: About the Team ............................................................................................... 16

Appendix B: List of Interviewees .......................................................................................... 17

Appendix C: Survey ............................................................................................................... 18

   Survey responses .............................................................................................................. 21

Question 1: Are you currently retired from MIT? ............................................................... 21

Question 2: What is/was your length of employment at MIT? ............................................ 22

Question 3: What is/was your employee classification? ....................................................... 23

Question 4: How interested are you in returning to MIT as a temporary employee during retirement? ..................................................................................................................... 24

Question 5: Would you be interested in part time or full time work? .................................. 25

Question 6: What time commitment are you most interested in during a given year? ........ 26

Question 7: What time commitment are you most interested in during a given week? ....... 27

Question 8: When would you like to know about options to engage with the MIT Community during retirement? ............................................................................................................ 28

Question 9: Besides possible employment, would you be interested in engaging with the MIT Community in any of the following ways: ......................................................... 29

Appendix D ............................................................................................................................ 30
Project Overview

MIT is a world-renowned university that employs more than 12,000 people who are encouraged to reach their full potential during their careers at the Institute. Currently, an average of 125 people retire from MIT each year and 1,056 additional employees 60 years of age or over are anticipating retirement. This growing population of people represents an untapped resource for MIT, and the Institute has a strong interest in ensuring its retirees continue to be recognized and valued as contributing members of the MIT community. This project seeks to develop an engagement strategy that leverages the institutional knowledge and experience of MIT’s retirees and enables them to continue to support MIT’s mission in retirement.

Initial Discussion with the Project Sponsor, Ms. Lorraine Goffe, Vice President for Human Resources

An initial meeting with Lorraine Goffe was held on March 27, 2018 to discuss the background and goals of the project.

During her time at MIT, Ms. Goffe has noted the prevalence of long-term employees - people who come to work at MIT and often stay for many years, building up a great depth of knowledge. When such employees retire, MIT loses their institutional knowledge and the talent they brought to their jobs. Ms. Goffe asked that the project focus on how MIT might tap into that knowledge and talent.

One specific objective of the project was to determine how MIT could bring retirees back to work for short-term coverage/temporary employment. Ms. Goffe recognized the need for temporary coverage when an experienced employee with a particular skill set goes on leave. Retirees with relevant experience could help by filling in and covering those responsibilities without the need for extensive training and oversight that a traditional temporary hire would require.

Ms. Goffe expressed her belief that both MIT and retired employees would benefit from the creation of a process for retirees to return as temporary employees. Many retirees might welcome the chance to share their skills and experience without working full time, while the Institute would benefit from their institutional knowledge.

An additional aspect of this project focused on recruiting: making people aware of and interested in this opportunity before leaving the Institute or after they retire.

Potential pitfalls that might be encountered in examining these issues were also discussed. Ms. Goffe did not anticipate pitfalls from an organizational perspective, but noted that there could be issues within specific units. MIT is decentralized and Departments, Labs, and Centers (DLCs) handle matters in individual ways. Whereas one DLC might keep documentation on problematic employees, another might not, and if such employees were brought back after they retired, the
situation could create issues. Careful identification of employees eligible to return as temporary employees would help address this.

In finalizing the scope of the project with Ms. Goffe, it was determined that the focus would be on administrative staff on main campus as the relevant population.¹

**Vision:** Leverage MIT Retirees’ Knowledge to Benefit the MIT Community

**Initial Focus:** Leverage MIT retirees’ experience and knowledge of MIT to fill temporary positions

¹ Our team did not specifically seek to engage retired MIT faculty or retired staff at Lincoln Laboratory.
External scan

In exploring ways for MIT to leverage the institutional knowledge and experience of its retirees, the team searched to find published articles on leveraging the skills of retirees and examples of businesses that utilize the knowledge and experience of their retirees. One article mentioned that in addition to retaining institutional knowledge, engaging retirees as mentors to younger colleagues in an organization can help align everyone with the company culture and values. Other examples given in that article as benefits of engaging retirees as ambassadors are “retention, recruitment, onboarding, knowledge management, mentoring, and coaching.” While there are clear advantages for organizations, returning or continuing to work also benefits retirees. For example, working part-time would allow retirees to stay active, socialize with former colleagues, meet new people, and earn additional income in the process. As an example, Boeing has recently been rehiring its retirees to leverage their specific knowledge and experience to help the company meet its goals.

The AARP Bulletin cites Peter Cappelli, Professor of Management at the Wharton School at the University of Pennsylvania, stating “Trying to find workers, especially on a temporary basis, who understand the operations and can make contributions immediately is otherwise just about impossible.”

It is clear that rehiring retirees can benefit both organizations and employees when well implemented and that MIT and its retirees could benefit from a similar program. To determine whether other universities have similar projects in place, we searched online to see if institutions had any information publicly accessible for retirees interested in returning to work in retirement. We found that some institutions have rules in place that determine when it is acceptable to rehire a retiree.

For example, the University of Colorado Boulder lists the following conditions on its website:

1. Train, cross-train, transfer knowledge or act in a short-term mentoring role for a new incumbent;
2. Fill a position that is defined as non-supervisory and part-time;
3. Fill a position on a unique and non-recurring project;
4. Provide specialized knowledge or fill a specialized role;
5. Fill an interim vacancy; or
6. To fill a role deemed necessary by the Chancellor of a campus or the President of the System.

2 Tapping an Untapped Resource: Retirees, Talent Development, May 2018
3 http://www.mgocpa.com/idea/hiringretirees/
6 https://www.colorado.edu/hr/policies-guidance/hiring-retirees
The University of California lists the following conditions:

1. The reemployment must be in response to a university need, for instance:
   - You have skills and knowledge that the hiring department can’t otherwise obtain with equal cost-effectiveness.
   - The hiring department anticipates a prolonged process for hiring a replacement.
   - The hiring department anticipates that you will help the replacement acquire the skills and knowledge needed for the job.
   - If you’re a faculty member, your recall must serve the university’s essential academic needs.

2. You need to have had a break in service of at least 30 days—preferably 90 days—before you can be reemployed.

3. Your rehire appointment must be limited to the equivalent of no more than 43 percent time during a 12-month period. Faculty members are limited to working no more than 43 percent time per month, with the percentage of time calculated each month.

4. Your employment can’t exceed a total of 12 consecutive months. If your department still needs you after 12 months, it must apply again for approval for additional time.
   - Following review, academic recall appointments may be renewed annually.
   - Following review, appointments for reemployed staff retirees may only be extended for up to an additional 12 months.

5. If you’re reemployed temporarily in a career position (for example, to fill your former job during the search for a replacement), the job must be posted and a search begun within 30 days of the job becoming vacant. The recruitment period must last at least 30 days.

One aspect that was identified through our research is that rehiring retirees could prevent other employees from learning new skills or from applying to new positions when the institutions have an immediate need. To address this issue, retirees could be hired to train/mentor current employees and facilitate a transition into this new role.

We found that the University of California, notably on the website for the University of California, Davis, makes extensive information available to retirees that are interested in returning to employment. The information available clearly explains the requirements for rehire, the impact that it could have on retirement benefits, and guides hiring managers through the process.

To specifically identify the process in place at peer institutions, we reached out to Ann MacKenzie, the Director of Benefits. She reached out to her contacts at other institutions with the following questions:

---

7 See document entitled “Returning to UC Employment After Retirement”, available at https://hr.ucdavis.edu/departments/recruitment/ucd/process-requisition/retirees under the “UC Rehired Retiree Factsheet” link. Also see Appendix D.
“As part of MIT’s Leader-to-Leader program, we have a project team that is working to develop an engagement strategy for MIT retirees that would allow them to continue to contribute to MIT’s mission in retirement and would leverage their institutional knowledge.

The project is sponsored by HR and one objective of the project is to consider rehiring retirees as short term coverage. We would like to explore what peer Institutions have in place and learn about how they interact with retirees to leverage their skills and institutional knowledge.

We would appreciate any information on programs that you provide at your institutions.”

The answers we received are summarized in the following table.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harvard University</td>
<td>We allow retirees to come back as temporary workers, but have no formal program to encourage/support them in this process.</td>
</tr>
<tr>
<td>Columbia University</td>
<td>Currently we do not have anything formal in place. I know the faculty will form their own relationships while they are on the job but other than that we don’t have anything. This is something we may look to consider.</td>
</tr>
<tr>
<td>Stanford University</td>
<td>Stanford is similar to Harvard. However, a suggestion to formalize such a program is under consideration.</td>
</tr>
</tbody>
</table>
| Dartmouth University        | Dartmouth is similar to Harvard and Stanford. We do address hiring retirees on the benefits website. Here is the link:  
                                 https://www.dartmouth.edu/~hrs/benefits/retiree_benefits/index.html                             |
| University of Pennsylvania  | We do the same as Harvard                                                                                                                     |
| Yale University             | We do not have a formal plan. We allow retirees to return as casualties, but hours are limited.                                                  |
| Weill Cornell Medicine      | We don’t have anything formalized                                                                                                               |
| New York University         | NYU doesn’t have a formal program, but I’d be very interested to hear more about your project as it takes shape.                              |
| Brown University            | I am not aware of any programs like this at Brown. However, I would like to see the results of your survey if you can share them with us.       |
| Princeton University        | We rehire retirees often enough - usually for projects or to cross-train members of their former department. It’s a bit painful to make sure they don’t compromise their health benefit and stop distribution from their retirement plan as needed but it works. |

The responses indicate varying levels of engagement with retirees returning to their respective institutions, and an interest from those currently with no formal programs in learning from MIT’s investigations into the subject.
An important part of this project was determining interest from MIT current and retired employees in participating in a program that leveraged their expertise by returning to MIT in a temporary capacity. To gauge interest, we conducted a survey that would determine interest, time commitment, and identify any barriers to participation. Before survey administration, the project team interviewed a current retiree to test interview questions and gather information for the formal study. The data collected from the pilot was used to refine questions and improve the survey overall. From the pilot, we identified gaps in communications during the retirement process and added questions to the survey that ascertained communication preferences. The survey was finalized (See Appendix C) and sent to MIT Institutional Research for a formal review.

After survey approval, we worked with MIT Human Resources and the MIT Retirees Association to distribute the survey to two groups. The first group was current MIT employees over the age of 60 who had worked at MIT for a minimum of ten years. This group will be referenced as “current employees” in the survey section to distinguish them from the other group. This group consisted of approximately 852 individuals with 311 responses resulting in a response rate of 36.5%. The second group consisted of employees who officially retired from MIT, referred to as “retirees”. We sent the survey to 831 retirees with 235 responses resulting in a response rate of 28.3%. Altogether, 546 individuals responded during the two-month open survey period.

Interest

The results of the survey confirmed initial thoughts that there was interest in a program that brought retirees back to MIT in a temporary capacity. Of the 546 respondents, 284 (93%) of current employees and 117 (51%) of retirees were interested in returning to MIT. Overall, that indicates there would be strong interest in this program. The survey also allowed for qualitative feedback from the respondents and their comments further confirmed interest and potential of a program for retirees at MIT. Below are a few poignant quotes that illustrate the effect of a Retirees Engagement Program:

“I’ve often thought that there are many of us who are familiar with MIT systems (SAP, Concur, etc) and we would make good temps for admin assist positions: we know the campus, we know the systems, and there would probably be a good number of retired admin assistants who wouldn’t mind being "on call."

“Retirees often have years of valuable information that could be used to share with new employees or on committees that need historical data.”

“This is a very robust source of MIT IP which should be tapped.”
“Retirees leave and take a large amount of Institutional history with them. If there was an option to record some of this knowledge then there might not be so many 'reinventions of the wheel' occurring around campus.”

“As an AO, I would love to have access to an MIT pool of experienced (including "retired") temporary workers, from support staff to financial officers. I've also often participated in discussions about the value of "floating AOs" to fill in gaps caused by medical leaves, job turnover, etc., and to assist with training new AOs.”

The comments describe the effect that retirees could have in contributing to the work of the MIT community.

Several respondents confirmed interest in an engagement program and acknowledged that some offices on campus are already employing retirees.

“This is a great idea! Full disclosure, I am 76 and working full time on the staff of the MIT Venture Mentoring Service. We have about 180 volunteer mentors, many of whom are retirees. They are offering their knowledge and experience to MIT entrepreneurs. They love the opportunity to do so.”

“After I retired I worked for a year as a consultant and then signed up as a term employee based on a 16 hour work week. It has worked out very well.”

“I officially retired in Feb. 2015 and started a new part-time job in another department in Nov. 2015, paid through MITemps. The hours and job are wonderful, but the minimal pay and lack of benefits stink. I deal with it psychologically by considering it a volunteer job to maintain mental health in a very stimulating environment.”

The survey confirmed a large interest from current employees and retirees in a program that brings them back to work and volunteer at MIT.

In addition to learning about levels of interest, we were also able to gain insight into barriers that might limit an individual’s ability to participate in an engagement program. The logistics of living and working in a large city like Boston, family responsibilities, and moving away from the area were some of the barriers expressed by respondents.

“I am privileged to be working at MIT but when I retire I do not want to return to MIT. I have a long round-trip commute and I hope my retirement will open up new visitas for me to explore.”

“My 17 mile commute has been ~1H:20M each way (3 hours per day) for 16 years. I would be most interested in working part-time with shifts scheduled during off-peak commuting hours.”
“From where I live it requires a 2 hour plus drive in each direction to get to LL or MIT campus. I like to monitor retiree events so I can choose to attend if my interest is high enough (primarily LL related events), I am not interested in any activities that would involve frequent visits to LL or campus.”

“At my age of 77 and as a grant parent to 4 grandchildren, as well living far from MIT, I cannot participate in this Project. Great Idea though!!”

“As I no longer live locally, I would need a place to live during this possible employment.”

Many respondents noted that barriers that limited their participation were the need for an alternate schedule or housing accommodations to participate in such a program.

**Time Commitment**

The survey inquired about part time or full time work, preferred number of work hours in a week, and time commitment in any given year. Eighty-six percent of current employees and 80% of retirees preferred a part-time schedule. Ninety-five percent of current employees and 59% or retirees wanted to work 4 to 6 months out of the year. These numbers indicate that both groups could contribute a significant amount of time to MIT offices and fill some of the temporary needs of the Institute. Any qualitative feedback about schedules pertained to two themes, commuting and pay. Commuting logistics, as noted in the section above, suggests that offices that employ retirees may wish to offer some flexibility in work schedules. Other comments noted the logistics of pay and benefits that may interfere with Retirees’ ability to work more than part-time.

**Other Types of Engagement for Retirees**

While the goal of this project focused on employment, our project group explored additional ways to engage retirees and current employees with the greater MIT community. In the survey, we offered several options for engagement including mentoring students, mentoring staff, hosting a student as a second family and supporting MIT events. Current employees were most interested in mentoring opportunities. Fifty-four percent of current employees were interested in mentoring staff and 36% were interested in mentoring students.

Retirees were interested in mentoring opportunities as well but at a much lower level. Twenty-six percent of retirees were interested in mentoring students and 21% were interested in mentoring staff. The qualitative feedback further illustrates the special skillset that current employees have in this domain.

> “Not only do I feel I have a lot to offer after over 30 years at MIT, esp. as a mentor, but I am interested in keeping my mind active by continuing to engage in my profession of book publishing.”
“Mentoring students and staff would really make use of retirees’ skills and knowledge of the institute.”

In addition to interest from current employees and retirees to mentor staff and students, there is a need for mentorship among current employees. In the 2016 MIT Quality of Life Survey, 49% of MIT Employees on the Main Campus and 41% of MIT Employees at Lincoln Lab stated that they did not receive adequate mentoring while at MIT. This is an area where MIT can maximize retirees’ expertise and help current employees’ development and increase satisfaction in their work lives.

Another area of high interest was in supporting small and large events. Thirty percent of current employees were interest in supporting large events and 43% were interested in supporting small events. Retirees noted similar interest with 27% interested in supporting large events and 41% in supporting small events.

Recommendations

Recommendation 1: Implement a Centralized Program
The primary recommendation is for MIT HR to implement a centralized program that formalizes a path for retirees to come back to MIT as temporary employees. This recommendation builds on the broad positive support that we learned of during our project, as well as the fact that MIT is already bringing retirees back to work on an ad hoc basis.

This program would provide a mechanism for retirees to, in effect, “sign up” to be part of a pool of available temporary workers. Retirees would provide information on the length of their employment, the specific departments, labs, centers, or administrative units they worked in, and any special skills they acquired during their career at MIT. In particular, retirees could indicate expertise in specific MIT systems, or knowledge of how certain areas operate.

After the pool of retirees is created, an MIT hiring manager in need of a temporary worker would be able to search using certain parameters (e.g. someone with expertise in SAP, someone who had previously worked in a specific DLC) and could be matched up with an available retiree.

In determining how best to implement this recommendation, we investigated two options – one in which MIT would serve as the employer, and one where a third-party entity would do so. For the reasons discussed below, we believe the latter option is preferred.

Option 1: MIT as Employer
In considering whether MIT should serve as the employer for this program, we spoke with Ken Davies and Phyllis Toegel, who specialize in retirement benefits in MIT HR. They highlighted several challenges that this model would create.
First, if MIT were the employer, the retirees would face a required six-month period after ending their regular employment before they could be rehired by MIT. Specifically, employees that are younger than 65 years old cannot return to employment at MIT until they have separated from the Institute for at least six months, regardless of whether they would return in a part-time or full-time capacity. For retirees that are 65 years old or older, the six-month separation period could be avoided if the position is less than 50% time. In many cases, MIT would want retirees to be available to work sooner than six months after their retirement, and in particular to be able to work during a transition period while the hiring manager is running a job search for a permanent replacement. The six-month waiting period would be detrimental to creating this new path for retirees.

Additionally, retirees could face disruption to their medical benefits and the ability to collect their pensions in certain circumstances if MIT were the employer.

**Option 2: NextSource, a Third Party, as Employer**

Due to the challenges raised above, we believe that having a third party serve as the employer for this centralized program is preferable to MIT doing so. If a third party were to be the employer, the six-month separation period would not apply and there would be no impact on the ability of retirees to collect their pensions from MIT. The impact on other retirement benefits would be the same as the retirees working at any new employer.⁸

Beyond this general recommendation, we specifically believe that MIT should expand its current agreement with NextSource to provide this service.

During the course of our project, we met with Larry O’Rourke, Steve Crowley, and Kelly McDonough of NextSource to discuss our ideas and hear what their company could potentially offer.⁹ Operating under the name MITemps, NextSource currently has a contract with MIT to provide payroll processing services for temporary workers. This arrangement has been in place for nine years, and there are approximately 500 MITemps employees on campus performing temporary work, ranging from a few weeks to a full year.

Given the longstanding existing relationship, NextSource has solid knowledge of the MIT’s needs, the types of jobs that need to be filled, and the structure of the Institute. Mr. Crowley and Ms. McDonough often work directly with hiring managers in the DLCs when a temporary position arises, and have even worked on an ad hoc basis with retirees who have come back to MIT as temporary workers in specific circumstances.

We learned that NextSource offers a broader array of services than what MIT’s current contract with them encompasses. It is a workforce management company with a dedicated higher education division and a compliance team that deals with legal and regulatory issues. They have expertise

---

⁸ Specifically, there could be an effect on Medicare as the primary payer for health insurance.
⁹ Larry O’Rourke is the VP of Higher Education for NextSource. Steven Crowley is the MIT Program Manager and Kelly McDonough is the MIT Program Administrator.
working with their temporary employees on benefits issues including Medicare, social security, and retirement accounts. The ability to navigate these issues for MIT retirees would be very beneficial.

NextSource also has experience creating similar centralized programs at other institutions and could draw on that experience in working with MIT. Their most relevant work occurred at the University of Pennsylvania Health System, where NextSource built a curated pool of retirees based on their skill sets, and the pool is now used to fill temporary jobs at the health system as needed. The program has been very successful and is actively used. Similarly, NextSource has created curated pools for adjunct faculty at both Fordham University and Georgetown University.

Finally, the representatives from NextSource whom we met with are very interested in developing this project with MIT. They clearly value the MIT relationship and are eager to further invest in it by contributing to the creation of this new program. Mr. O’Rourke offered to send a team to MIT and conduct a free, no obligation consultation to develop more of the details, including a white board exercise with the appropriate MIT representatives from Human Resources.

The next step in determining how best to implement this program would be to perform a cost/benefit analysis. The many benefits to MIT have been discussed throughout this report, but we, in our role as L2L Fellows, do not have access to HR’s budget and cannot advise on the financial feasibility of creating this program.

We understand that MIT’s current contract with NextSource lasts through 2020, and that it may be possible to create an addendum to the contract to address the creation of this program. If the addendum is signed and the program implemented in early 2019, there may be adequate time to evaluate its success and effectiveness before the 2020 renewal of the larger contract.

**Recommendation 2: Increase Communication**

Through our survey and discussions with staff at MIT, we learned that retirees are regularly used on an ad hoc basis to support departments, labs, centers, and administrative units. Retirees are often brought back to fill temporary positions or to train new hires. Developing a standardized communication process about opportunities and programs for retirees would enhance the impact retirees will have. Nearly 80% of current employee respondents said they would like to know about opportunities prior to retirement. Informing retirees about opportunities early may influence the planning for retirees and their retirement timelines. For example, an employee may decide to retire earlier if they know there may be an opportunity to return to MIT as a temporary employee, thus maintaining their engagement with MIT and the workforce.

Communication with retirees prior to retirement should occur through multiple channels. Through our discussions with Human Resources professionals we learned there are three primary retirement venues in which employees learn about retirement: the Human Resources website,\(^\text{10}\) a retirement

\(^\text{10}\) https://hr.mit.edu/benefits/retirement
counselor within MIT HR, and hosted events and seminars sponsored by the MIT Work-Life Center. Advertising opportunities for retirees through all of these venues would be an easy addition. In addition, utilizing social media (e.g., MIT’s Twitter feed), the retiree and alumni associations, and internal MIT communications (e.g., Atlas) would be opportunities to inform the MIT community about opportunities to engage with MIT after retirement.

Communication with retirees after retirement is as important as communication before retirement. From our survey, 70% of retirees said they would like to know about opportunities during retirement. One can certainly envision a situation where a retiree did not think they would want to engage with MIT before retirement, but post-retirement decided they would like to have opportunities for part-time employment or volunteering, and reminding retirees about opportunities like this would be beneficial. MIT needs an improved ability to track and communicate with retirees after retirement. Adding a code to the human resources system to note someone as a retiree, much in the same way alumni are tagged, would be beneficial. In addition, if there were a way for retirees to keep their MIT email addresses, communications could be made electronically, rather than on paper.

**Recommendation 3: Connect Retirees with MIT**
While the initial focus of our project was on how MIT could engage and use retirees as temporary employees, retirees can make significant contributions in other areas as well. In our survey we asked how retirees might want to engage with MIT beyond working as temporary employees. Mentoring staff was the top response, followed by supporting small MIT events and then mentoring students. As Human Resources evaluates the feasibility and implementation of developing a program for using retirees as temporary employees, they should also consider adding other engagement opportunities to the communication plan as appropriate. Each MIT employee has unique skills and qualifications, and connecting them to MIT after retirement will allow the Institute to continue to benefit from their contributions.

**Implications and Other Considerations**
We recognize that there are certain logistical issues that retirees may face when coming back to MIT as temporary workers, including the ability to obtain MIT ID cards for building access, email addresses that could be retained in retirement, and access to parking and transportation options for getting to work. These issues require further thought and action at the implementation phase.

Through our work on this project, we believe that MIT and its retired employees would both benefit from the creation of this centralized program. Our findings are summarized in the following table.

---

11 As an example, the Work-Life Center is currently offering a seminar series called “Retirement Sense...Making Informed Decisions.”
### SWOT analysis

<table>
<thead>
<tr>
<th>Internal Forces</th>
<th>Strengths (+)</th>
<th>Weaknesses (-)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Desire by the VP of HR to create such a system</td>
<td>• Some people don’t retire until they are angry with MIT or were perhaps managed out</td>
</tr>
<tr>
<td></td>
<td>• Need for short term staffing</td>
<td>• Limiting temp positions which usually serve an entry point</td>
</tr>
<tr>
<td></td>
<td>• MIT retirees can “hit the ground running”</td>
<td>o Potential to curb diverse hires</td>
</tr>
<tr>
<td></td>
<td>o Trained on MIT systems</td>
<td>• Pay/vacation/sick/SS/pension issues (?)</td>
</tr>
<tr>
<td></td>
<td>o Existing knowledge of culture, structure, etc.</td>
<td>• Access to MIT systems ends at retirement (email, ID card, …)</td>
</tr>
<tr>
<td></td>
<td>• Positive aspects of keeping this constituency engaged with MIT</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Potential that they would be more likely to come back as volunteers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>when needed</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External Forces</th>
<th>Opportunities (+)</th>
<th>Threats (-)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Large increase in retirement age population</td>
<td>• Fast pace of technology (will being trained in something a year ago still be relevant)</td>
</tr>
<tr>
<td></td>
<td>• Overall cost of training and finding candidates increasing</td>
<td>• Leisure activities</td>
</tr>
<tr>
<td></td>
<td>• People are living longer – looking for opportunities to work post retirement without the full time commitment</td>
<td>• High cost of living in Cambridge – will retirees remain close to campus?</td>
</tr>
</tbody>
</table>
Appendix A: About the Team

This report was prepared by:

Allison Dolan-Wilson
   Executive Director, Alumni Relations
   Alumni Association
   amdw@mit.edu

Deborah Liverman
   Director – Career Services
   MIT Career Advising & Professional Development
   liverman@mit.edu

Kate Miller
   Manager of Institutional Compliance
   Risk Management & Compliance Services
   kkmiller@mit.edu

Kathy Bihari
   Group Leader - Interceptor and Sensor Technology
   MIT Lincoln Laboratory
   bihari@ll.mit.edu

Nick Paquin
   Associate Director
   Environment, Health and Safety Office
   npaquin@mit.edu
Appendix B: List of Interviewees

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ken Davies</td>
<td>Retirement Program Manager, MIT HR</td>
</tr>
<tr>
<td>Julienne Dean</td>
<td>Manager, Staffing &amp; Career Development Services, MIT HR</td>
</tr>
<tr>
<td>Margaret Ann Gray</td>
<td>former Director of Organization and Employee Development, MIT HR (Retired)</td>
</tr>
<tr>
<td>Ann MacKenzie</td>
<td>Director of Benefits, MIT HR</td>
</tr>
<tr>
<td>Marianna Pierce</td>
<td>Policy and Compliance Specialist, MIT HR</td>
</tr>
<tr>
<td>Elliott Richman</td>
<td>Manager of Disability Services, MIT HR</td>
</tr>
<tr>
<td>Allison Romantz</td>
<td>Counsel, MIT Office of the General Counsel</td>
</tr>
<tr>
<td>Traci Swartz</td>
<td>Manager, Community Services Office, MIT Institute Affairs</td>
</tr>
<tr>
<td>Phyllis Toegel</td>
<td>HR Specialist, MIT HR</td>
</tr>
<tr>
<td>Steven Crowley</td>
<td>MIT Program Manager, NextSource</td>
</tr>
<tr>
<td>Kelly McDonough</td>
<td>MIT Program Administrator, NextSource</td>
</tr>
<tr>
<td>Larry O’Rourke</td>
<td>VP of Higher Education, NextSource</td>
</tr>
<tr>
<td>Retirees Association (via survey)</td>
<td></td>
</tr>
<tr>
<td>MIT employees age 60+ (via survey)</td>
<td></td>
</tr>
</tbody>
</table>
Appendix C: Survey

<table>
<thead>
<tr>
<th>MIT Leader to Leader Project: Engaging MIT Retirees</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIT Current and Future Retirees</td>
</tr>
</tbody>
</table>

We want to engage you during your retirement (either now and or in the future) and leverage your institutional knowledge to benefit the MIT Community.

The survey is voluntary. You may answer as few or as many questions as you wish. Please be assured that the data are confidential, and the results of any research or analysis using the data will be presented in a way that individual respondents cannot be identified. If you have any problems, please contact l2retireesproject@mit.edu

1. Are you currently retired from MIT?
   - Yes, I have been retired for less than a year
   - Yes, I have been retired for more than a year
   - I am contemplating retiring in the next 5 years
   - I am not planning on retiring in the next 5 years
   - I am unsure of my retirement plans

2. What is/was your length of employment at MIT?
   - Less than 5 years
   - 5 - 10 years
   - More than 10 years

3. What is/was your employee classification?
   - Support Staff
   - Administrative Staff
   - Other (please specify)

4. How interested are you in returning to MIT as a temporary employee during retirement?
   - Extremely interested
   - Not so interested
   - Very interested
   - Not at all interested
   - Somewhat interested
5. Would you be interested in part time or full time work?
   - Full Time
   - Part Time
   - Other (please specify)  

6. What time commitment are you most interested in during a given year? (check all that apply)
   - Up to a 1 week
   - Up to a month
   - 1-3 months
   - 4-6 months
   - More than 6 months

7. What time commitment are you most interested in during a given week? This is a range of potential opportunities. (check all that apply)
   - Up to 20% (1-8 hours)
   - Between 21-40% (9-16 hours)
   - Between 41-60% (17-24 hours)
   - Between 61-80% (25-32 hours)
   - Over 80% (More than 32 hours)
   - Other (please specify)
8. When would you like to know about options to engage with the MIT Community during retirement?
   ○ Before Retirement
   ○ At the time of retirement
   ○ During Retirement

9. Besides possible employment, would you be interested in engaging with the MIT Community in any of the following ways: (check all that apply)
   ○ Mentor Students
   ○ Mentor Staff
   ○ Host a Student as a Second Family
   ○ Other (please specify)

10. Please add any comments/thoughts as we explore ways to engage with retirees.

11. Would you be willing to be contacted for follow-up? If yes, please provide name, your email or phone number.
Survey responses

Question 1: Are you currently retired from MIT?
Answered: 309 Skipped: 1; Answered: 231 Skipped: 3

<table>
<thead>
<tr>
<th>Current employees</th>
<th>Retirees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, I have been retired for less than a year</td>
<td>0.97%</td>
</tr>
<tr>
<td>Yes, I have been retired for more than a year</td>
<td>0.00%</td>
</tr>
<tr>
<td>I am contemplating retiring in the next 5 years</td>
<td>74.43%</td>
</tr>
<tr>
<td>I am not planning on retiring in the next 5 years</td>
<td>9.71%</td>
</tr>
<tr>
<td>I am unsure of my retirement plans</td>
<td>14.89%</td>
</tr>
</tbody>
</table>

Total | (309) | (231)
Question 2: What is/was your length of employment at MIT?

Answered: 307 Skipped: 3; Answered: 232 Skipped: 2

<table>
<thead>
<tr>
<th>Length of Employment</th>
<th>Current employees</th>
<th>Retirees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 years</td>
<td>0.33% (1)</td>
<td>0.43% (1)</td>
</tr>
<tr>
<td>5- 10 years</td>
<td>0.33% (1)</td>
<td>3.45% (8)</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>99.35% (305)</td>
<td>96.12% (223)</td>
</tr>
<tr>
<td>Total</td>
<td>(307)</td>
<td>(232)</td>
</tr>
</tbody>
</table>
Question 3: What is/was your employee classification?

<table>
<thead>
<tr>
<th>Classification</th>
<th>Current employees</th>
<th>Retirees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Staff</td>
<td>25.00% (77)</td>
<td>23.48% (54)</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>48.70% (150)</td>
<td>39.13% (90)</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>26.30% (81)</td>
<td>37.39% (86)</td>
</tr>
</tbody>
</table>

Total: 308 Answered, 2 Skipped; 230 Answered, 4 Skipped.
Question 4: How interested are you in returning to MIT as a temporary employee during retirement?

<table>
<thead>
<tr>
<th></th>
<th>Current employees</th>
<th>Retirees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely interested</td>
<td>33.01% (101)</td>
<td>10.39% (24)</td>
</tr>
<tr>
<td>Very interested</td>
<td>27.78% (85)</td>
<td>12.55% (29)</td>
</tr>
<tr>
<td>Somewhat interested</td>
<td>32.03% (98)</td>
<td>27.71% (64)</td>
</tr>
<tr>
<td>Not so interested</td>
<td>5.23% (16)</td>
<td>17.32% (40)</td>
</tr>
<tr>
<td>Not at all interested</td>
<td>1.96% (6)</td>
<td>32.03% (74)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(306)</td>
<td>(231)</td>
</tr>
</tbody>
</table>
Question 5: Would you be interested in part time or full time work?

Answered: 275 Skipped: 35; Answered: 110 Skipped: 124

<table>
<thead>
<tr>
<th></th>
<th>Current employees</th>
<th>Retirees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time</td>
<td>2.91% (8)</td>
<td>0.91% (1)</td>
</tr>
<tr>
<td>Part Time</td>
<td>86.18% (237)</td>
<td>80.91% (89)</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>10.91% (30)</td>
<td>18.18% (20)</td>
</tr>
<tr>
<td>Total</td>
<td>(275)</td>
<td>(110)</td>
</tr>
</tbody>
</table>
Question 6: What time commitment are you most interested in during a given year? (check all that apply)

Answered: 270 Skipped: 40; Answered: 107 Skipped: 127

<table>
<thead>
<tr>
<th>Time Commitment</th>
<th>Current employees</th>
<th>Retirees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to a 1 week</td>
<td>5.93% (16)</td>
<td>6.54% (7)</td>
</tr>
<tr>
<td>Up to a month</td>
<td>12.96% (35)</td>
<td>18.69% (20)</td>
</tr>
<tr>
<td>1-3 months</td>
<td>27.78% (75)</td>
<td>37.38% (40)</td>
</tr>
<tr>
<td>4-6 months</td>
<td>45.19% (122)</td>
<td>25.23% (27)</td>
</tr>
<tr>
<td>More than 6 months</td>
<td>49.63% (134)</td>
<td>33.64% (36)</td>
</tr>
<tr>
<td>Total respondents</td>
<td>(270)</td>
<td>(107)</td>
</tr>
</tbody>
</table>
Question 7: What time commitment are you most interested in during a given week?  
This is a range of potential opportunities.  
(check all that apply)

Answered: 272 Skipped: 38; Answered: 108 Skipped: 126

<table>
<thead>
<tr>
<th>Time Commitment</th>
<th>Current employees</th>
<th>Retirees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 20% (1-8 hours)</td>
<td>26.10% (71)</td>
<td>36.11% (39)</td>
</tr>
<tr>
<td>Between 21-40% (9-16 hours)</td>
<td>42.65% (116)</td>
<td>37.04% (40)</td>
</tr>
<tr>
<td>Between 41-60% (17-24 hours)</td>
<td>57.35% (156)</td>
<td>37.04% (40)</td>
</tr>
<tr>
<td>Between 61-80% (25-32 hours)</td>
<td>18.75% (51)</td>
<td>7.41% (8)</td>
</tr>
<tr>
<td>Over 80% (More than 32 hours)</td>
<td>5.15% (14)</td>
<td>1.85% (2)</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>5.88% (16)</td>
<td>9.26% (10)</td>
</tr>
<tr>
<td><strong>Total respondents</strong></td>
<td><strong>(272)</strong></td>
<td><strong>(108)</strong></td>
</tr>
</tbody>
</table>
Question 8: When would you like to know about options to engage with the MIT Community during retirement?

Answered: 289 Skipped: 21; Answered: 174 Skipped: 60

<table>
<thead>
<tr>
<th></th>
<th>Current employees</th>
<th>Retirees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before Retirement</td>
<td>77.85% (225)</td>
<td>21.84% (38)</td>
</tr>
<tr>
<td>At the time of retirement</td>
<td>14.88% (43)</td>
<td>8.05% (14)</td>
</tr>
<tr>
<td>During Retirement</td>
<td>7.27% (21)</td>
<td>70.11% (122)</td>
</tr>
<tr>
<td>Total</td>
<td>(289)</td>
<td>(174)</td>
</tr>
</tbody>
</table>
Question 9: Besides possible employment, would you be interested in engaging with the MIT Community in any of the following ways:
(check all that apply)

Answered: 210 Skipped: 100; Answered: 125 Skipped: 109

<table>
<thead>
<tr>
<th>Activity</th>
<th>Current employees</th>
<th>Retirees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentor Students</td>
<td>36.19%</td>
<td>25.60%</td>
</tr>
<tr>
<td>Mentor Staff</td>
<td>54.29%</td>
<td>21.60%</td>
</tr>
<tr>
<td>Host a Student as a Second Family</td>
<td>7.62%</td>
<td>2.40%</td>
</tr>
<tr>
<td>Support Large MIT Events</td>
<td>29.52%</td>
<td>27.20%</td>
</tr>
<tr>
<td>Support Small MIT Events</td>
<td>43.33%</td>
<td>40.80%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>27.62%</td>
<td>44.00%</td>
</tr>
</tbody>
</table>

Total respondents: (210) (125)
Appendix D

The following document, entitled “Returning to UC Employment After Retirement” was obtained from the University of California, Davis website\(^\text{12}\) and is provided as an example of publicly available information for retirees interested in returning to work at the Institution.

\(^{12}\) [https://hr.ucdavis.edu/departments/recruitment/ucd/process-requisition/retirees](https://hr.ucdavis.edu/departments/recruitment/ucd/process-requisition/retirees) under the “UC Rehired Retiree Factsheet” link.
By authority of the Regents, University of California Human Resources, located in Oakland, administers all benefit plans in accordance with applicable plan documents and regulations, custodial agreements, University of California Group Insurance Regulations for Faculty and Staff, group insurance contracts, and state and federal laws. No person is authorized to provide benefits information not contained in these source documents, and information not contained in these source documents cannot be relied upon as having been authorized by the Regents. Source documents are available for inspection upon request (800-888-8267). What is written here does not constitute a guarantee of plan coverage or benefits—particular rules and eligibility requirements must be met before benefits can be received. The University of California intends to continue the benefits described here indefinitely; however, the benefits of all employees, retirees, and plan beneficiaries are subject to change or termination at the time of contract renewal or at any other time by the University or other governing authorities. The University also reserves the right to determine new premiums, employer contributions and monthly costs at any time. Health and welfare benefits are not accrued or vested benefit entitlements. UC’s contribution toward the monthly cost of the coverage is determined by UC and may change or stop altogether, and may be affected by the state of California’s annual budget appropriation. If you belong to an exclusively represented bargaining unit, some of your benefits may differ from the ones described here. For more information, employees should contact their Human Resources Office and retirees should call the Retirement Administration Service Center (800-888-8267).

In conformance with applicable law and University policy, the University is an affirmative action/equal opportunity employer. Please send inquiries regarding the University’s affirmative action and equal opportunity policies for staff to Systemwide AA/EEO Policy Coordinator, University of California, Office of the President, 1111 Franklin Street, 5th Floor, Oakland, CA 94607, and for faculty to the Office of Academic Personnel and Programs, University of California Office of the President, 1111 Franklin Street, Oakland, CA 94607.
If you’ve retired from UC but the university needs your skills, you may be able to return to work for a limited period under certain restrictions. This allows UC to tap the specialized expertise of its retirees, while allowing you to make a valuable contribution to UC’s mission. Because rehired retirees may draw a retirement benefit and another UC income simultaneously, the university must follow clear policy guidelines to ensure public accountability, transparency and sound succession planning.

The policies for rehire in this fact sheet apply to faculty, staff and senior management employees. The rules for faculty, though, are different from those for senior management and staff. As you review this fact sheet, make sure you understand the rules that apply to your situation.
What You Need to Know

ELIGIBILITY
You're eligible to be considered for reemployment as a retiree if you're a member of UCRP receiving a monthly retirement benefit or a Savings Choice participant who is receiving retiree health benefits. For Savings Choice participants, the date that retiree health benefits coverage begins is treated as the retirement date. Savings Choice participants who begin receiving retiree health benefits are subject to all rules for the reemployment of retired employees.

If you're a senior management or staff employee and chose the UCRP lump sum cashout—an option available primarily to those who joined UCRP before July 1, 2013—you can't be hired into a career (UCRP-eligible) position.

Faculty members who took a UCRP lump sum cashout, though, are eligible for rehire into UCRP-eligible academic positions.

LENGTH OF APPOINTMENT
Most often, rehired retirees work 43 percent time or less, for 12 months or less. This is referred to as a “non-career appointment.”

If your appointment is at this level, you are ineligible for active employee health and welfare benefits, so any retiree health coverage you have will likely continue. You may also continue to receive your UCRP monthly retirement income (if applicable) during your reemployment.

Occasionally, a retiree may be hired into a career position. See “If you've been rehired into a career position” on page 5 for more information about rules that apply for those situations.

If you're a faculty member and you have funding, you're eligible for a three-year appointment.

WHEN YOU CAN BE REHIRED
Because UCRP must comply with IRS pension distribution rules, for the most part UC retirees are allowed to return to work only under certain limited circumstances. (See “If you've been rehired into a career position” on page 5 for the exceptions.)

You must comply with IRS rules about when you can discuss reemployment. For UCRP members, you can’t discuss reemployment until after you’ve received your first UCRP monthly retirement payment, or 30 days after you've ended UC employment—whichever is later—if you haven’t reached normal retirement age. (The normal retirement age is 65 if you joined UCRP on or after July 1, 2013. If you joined before that date, it’s 60; if you’re a Safety member, it’s 50.) For Savings Choice participants, you cannot discuss reemployment until after you’ve received retiree health coverage (or elected to suspend retiree health coverage), or 30 days after you’ve ended UC employment—whichever is later.

To be hired after you've retired, UC policy states that:

- The reemployment must be in response to a university need, for instance:
  - You have skills and knowledge that the hiring department can’t otherwise obtain with equal cost-effectiveness.
  - The hiring department anticipates a prolonged process for hiring a replacement.
  - The hiring department anticipates that you will help the replacement acquire the skills and knowledge needed for the job.
  - If you’re a faculty member, your recall must serve the university’s essential academic needs.

- You need to have had a break in service of at least 30 days—preferably 90 days—before you can be reemployed.

- Your rehire appointment must be limited to the equivalent of no more than 43 percent time during a 12-month period.
  - Faculty members are limited to working no more than 43 percent time per month, with the percentage of time calculated each month.

- Your employment can’t exceed a total of 12 consecutive months. If your department still needs you after 12 months, it must apply again for approval for additional time.
  - Following review, academic recall appointments may be renewed annually.
  - Following review, appointments for reemployed staff retirees may only be extended for up to an additional 12 months.
• If you’re reemployed temporarily in a career position (for example, to fill your former job during the search for a replacement), the job must be posted and a search begun within 30 days of the job becoming vacant. The recruitment period must last at least 30 days.

APPROVALS

Your location’s executive officer (or designee) must approve all staff appointments after the chief human resources officer’s review and endorsement.

For academics, the chancellor (or designee) approves all appointments, and the provost must approve compensation that exceeds the appropriate indexed compensation level.

If you’re applying for a senior management position or one in which the base salary plus any other cash compensation exceeds the Indexed Compensation Level, the Regents or their delegate must also approve your appointment.

If you've been rehired into a career position

Occasionally, a retiree may be hired into a career position after an open recruitment process. If you’re rehired under these circumstances, you must suspend your monthly UCRP retirement benefit (if applicable) during your reemployment.

If you are eligible for Retirement Choice upon reemployment, you must elect to participate in either:

- Pension Choice—as an active member in the UCRP 2016 Tier, you and UC will make mandatory contributions to UCRP, you’ll earn additional UCRP service credit and your years of service will be taken into account for purposes of determining UC’s maximum contribution toward the cost of retiree health coverage.

- Savings Choice—as an active participant in UC’s Defined Contribution (DC) Plan, you and UC will make mandatory contributions to the DC Plan and your years of service will be taken into account for purposes of determining UC’s maximum contribution toward the cost of retiree health coverage.

There are some circumstances in which you will not be eligible for Retirement Choice when you are rehired into a career position:

- If you became a member of UCRP prior to July 1, 1994, you will become an active member of the UCRP 2016 Tier.

- If you were previously eligible for Retirement Choice, you will automatically resume active participation in the plan in which you participated before your retirement, either Pension Choice (UCRP 2016 Tier) or Savings Choice (DC Plan).

You’ll have to suspend any medical, dental, vision and/or legal coverage you have as a retiree. You may, however, enroll as an employee in any health and welfare plans for which your reemployment qualifies you. Please note that if you or family members are covered by Medicare and become eligible for employee medical coverage (including Core), federal law requires that Medicare no longer be your primary insurance. See page 6 for more information.

If you have questions, please contact your local Benefits representative or the Retirement Administration Service Center at 800-888-8267.
What Happens to Your Benefits

HEALTH AND WELFARE BENEFITS

If you are not eligible for active health and welfare benefits based on your reappointment percentage, you may continue any retiree health and welfare benefits you’ve been receiving. If you are receiving a monthly pension benefit, your premiums will continue to be deducted from your monthly retirement payments. If you are receiving retiree health benefits based solely on participation in the UC Savings Choice program, retiree health premiums will continue to be paid in the same manner, which is generally via deduction from your designated bank account. You also have the option to enroll in any health and welfare plans for which you’re eligible as an employee; for example, the Health FSA.

But you can’t have duplicate coverage as both a retiree and an employee—you need to choose.

MEDICARE

If you or family members are covered by Medicare and become eligible for employee medical coverage (including Core), federal law requires that Medicare no longer be your primary insurance. This means that you must either:

• suspend your retiree medical insurance and enroll as an employee, so that Medicare becomes your secondary insurance; or
• opt out of all UC-sponsored medical coverage (both employee and retiree) and have Medicare coverage only.

If you are eligible and enroll in medical insurance as an employee, your premium will be paid from your employee earnings. If you have been receiving a Medicare Part B reimbursement, it will stop.

If you’re not eligible for employee coverage during your reemployment, your retiree medical benefits continue, with Medicare remaining as the primary payer.

SICK LEAVE

UC does not provide sick leave to employees who work 43 percent time or less.

UC provides sick leave to eligible employees who are on pay status at least one-half of the working hours of a month or four-week cycle. If you return to work under these terms as a reappointed retiree, you will generally start accruing sick leave from zero in your new appointment. (Unused sick leave from your prior appointment will most likely have been used to increase your UCRP retirement benefit, if applicable, and/or the UC contribution toward your UC retiree health premiums.) Faculty members don’t accrue sick leave, so this information doesn’t apply to them.

UCRP/SAVINGS CHOICE

In most cases, your reappointment won’t qualify you for active participation in UCRP (Pension Choice) or Savings Choice. That means you don’t make contributions to UCRP or Savings Choice, you don’t earn additional UCRP service credit and you don’t earn additional retiree health service credit during your reemployment period.

As a part-time employee not eligible for primary retirement benefits, you will make mandatory contributions of 7.5 percent to the DC Plan Pretax Account, in lieu of Social Security. See the DC Plan summary, available at ucal.us/contributionplan, for more information.

DC, 403(B), 457(B) PLANS

As a reappointed retiree, the voluntary distribution rules governing these plans for active employees apply to you. They include:

• You can’t take distributions from your DC Plan Pretax Account or from your Summer Salary Benefit amounts.
• You must be 59½ or older to take a distribution from your 403(b) Plan.
• You can’t take a distribution from your 457(b) plan before the year you reach age 70½.

If you’re repaying a 403(b) loan, your reemployment may affect your repayment schedule. Please contact Fidelity at 866-682-7787 or myUCretirement.com.

Voluntary pretax contributions

When you return to UC service, you may begin or resume making voluntary pretax salary deferrals to the 403(b) or 457(b) Plans, up to the IRS maximums. Visit myUCretirement.com or call Fidelity at 866-682-7787 to enroll.
What You Need to Do

WHEN APPLYING TO BE REHIRED

You must disclose your status as a UC retiree. If you don’t, your appointment could be modified or withdrawn.

AFTER YOU’VE BEEN REHIRED

If you’re rehired into a non-career staff position, you’ll need to complete the UCRP Reemployed Retiree Notification Form (UBEN 1039) and indicate that you will continue to receive your monthly UCRP retirement income and/or your retiree health coverage.

If you had received a UCRP lump sum cashout prior to your rehire, you do not need to complete the UBEN 1039 or notify UC Retirement Administration Service Center of your reemployment.

If you’ve been rehired into a career staff position, you’ll need to complete the UCRP Reemployed Retiree Notification Form (UBEN 1039) indicating that you’re suspending your UCRP monthly retirement benefit and/or your retiree health coverage. (You must return any overpayment of UCRP retirement benefits that may result from your reemployment.)

If you’ve been rehired into a full-time academic position, you don’t need to fill out the UBEN 1039 form, but you do need to send a signed letter to the UC Retirement Administration Service Center providing your rehire date and requesting suspension of your UCRP monthly retirement benefit and/or your retiree health coverage. (You must return any overpayment of UCRP retirement benefits that may result from your reemployment.)

If you are eligible for Retirement Choice upon reemployment, you will have a 90-day election period to choose either Pension Choice or Savings Choice. If you do not make an election, you will be defaulted to Pension Choice at the end of your 90-day election period. The sooner you enroll, the sooner you start receiving UC contributions (and service credit under Pension Choice).

If you’re changing your health coverage from retiree to employee, or opting out of all UC-sponsored coverage, contact your Benefits representative and/or the UC Retirement Administration Service Center for help with the process.

NINETY DAYS BEFORE THE DATE YOUR REEMPLOYMENT WILL END

If you suspended retiree health coverage and enrolled in employee health and welfare benefits, notify the UC Retirement Administration Service Center at 800-888-8267 of the date you’ll stop working so that you can be switched back to retiree coverage.

If you suspended UCRP retirement income and either earned additional UCRP service credit or participated in Savings Choice during your rehire period, you must re-retire under UCRP the day after you leave UC employment. Contact the UC Retirement Administration Service Center to arrange your re-retirement and any change to your original UCRP retirement benefit.

AFTER YOUR REEMPLOYMENT HAS ENDED

Check your first retiree benefits statement carefully to make sure that any changes have been made correctly. Contact the UC Retirement Administration Service Center if you have any questions or concerns.

Returning to work policies

You can read the full policies for returning to work after retirement online:

Staff and senior management:
regents.universityofcalifornia.edu/policies/7706.pdf

Academic appointments:
ucop.edu/academic-personnel/_files/apm/apm-205.pdf