

DEPARTMENT
OF HUMAN
RESOURCES

JANUARY/
FEBRUARY 2009

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UNIVERSITY ADVANCEMENT

Ideas for professional development at Tufts

THE UNIVERSITY ADVANCEMENT DIVISION (UA) has become a model for developing staff and providing career opportunities. They focus on employee development and they've had results that have benefited the individual and the organization. *Periscope* recently talked with UA staff about learning and career development approaches that can be useful to managers and staff across the university.

The learning organization

Senior Director for Advancement Services **Tim Cross** said, "At UA, we believe learning and development is not fluff. The learning programs constitute important investments in the people who work here. In fact, this may be a time when well-conceived and executed training is even more important than in normal times."

Jonathan Kaplan, who was recently promoted to associate director of Campus Constituency programs in Alumni Relations, advised, "Keep your eyes open for professional development opportunities. There is a lot of great training that Tufts offers to employees for free. Look for affordable professional development outside Tufts as well. We do a lot of webinars, for example, where a group can get training online in the office and pay for one use."

Volunteer for assignments

In her three years at Tufts, **Nina Braten** has moved up from marketing coordinator in Gift Planning to assistant director of Tufts Fund, AS&E. She advises employees to broaden their experience. "Ask your supervisor to let you try things, and be frank about why you want to try them. Looking back, I was worried that if I said I wanted to go on donor visits

because I wanted to move up, my manager would think I wasn't committed to my job. But she encouraged me to do it. The converse is true, too. When your supervisor asks you to do something different, go with it because it can be a great experience."

Kaplan added, "I'd raise my hand and volunteer to take on the new project, be part of a new committee, or get any other new experience I could that would help build my resume internally."

Learn from each other and cross train

Lauren Kane, who started in a temporary position in 2005 and is now assistant director of the Tufts Fund, Dental School, said, "I think you get the best

experiences on the job, getting your hands dirty. Always have your eyes and ears open because you can learn so much from other people—people who've been in the job longer and have more knowledge than you."

Mimi Trinh Le started in 2005 as a coordinator and is now assistant director of the Tufts Fund for the Medical School. "I've learned so

much from my peers. We have people who have been here over 10 years. They know a lot about what's going on at Tufts, and they're great at what they do."

Braten: "I had never been a fundraiser, so when I started in this position I went to a lot of conferences to see what it was all about, but a lot of it was internal training. My colleagues would sit down with me often and answer any questions I had."

Tim Cross said, "Cross-training is one way of providing an opportunity for staff members to learn and develop different skills while also helping to deal with budget restrictions. As an example, staff from other areas in **Continued on next page**

"Cross-training is one way of providing an opportunity for staff members to learn and develop different skills while also helping to deal with budget restrictions." -Tim Cross

Advancing your career Continued from page 1

Advancement Services can learn how to process gifts so that in peak periods, when budget concerns might limit our use of temporary staff, we can meet some of that demand with people already here. It gives people a view of what's happening elsewhere in the organization and helps them better understand what the organization is about and how it functions. And it helps us get the work done."

Network and build relationships

Catharine de Lacy, senior director, Development, School of Engineering: "Actively seek others, whether they are colleagues or subordinates, or leaders, and listen to their advice and counsel. Factor that into your decision-making, and I think you really can't go wrong."

Kane said, "It's always important to be establishing and maintaining relationships with people within and outside an organization, because that's what helps get you ahead."

Jeffrey Candura joined Tufts two years ago and was recently promoted to associate director, Tufts Fund, AS&E. Candura said he networked heavily for advice when he learned of the opening. "I talked to a lot of people throughout the division about their career paths, people whom I respected and who had taken different career paths, or worked for different schools. I asked how they went about it and their ideas and they were all very open. I actually recommend members of my staff do that when they start to think about where their careers can go: talk to people and find out what fits you best."

Find a Mentor

Nearly everyone said having a mentor has been very important to their success. **Candura**: "I've had good models throughout my

career. The best managers see their role as working for their staff. They realize staff are not with them for an eternity. They are borrowing employees for a portion of their career. And they see their job as getting the best out of them while they can, but also preparing them for their next role, whether within the organization or elsewhere."

Kane: "I learned a lot from by managers through their mentoring me, teaching me not just how to further my career but how to be a good resourceful employee, because it was my first job out of school. I was learning how to be professional; at the same time I was learning how to further myself in this particular career."

Braten: "Even though my former position was in marketing, my former manager was also a fund raiser, so I went back to her often and said in this new position I'm struggling with this, and she would walk me through it. She wasn't even my manager anymore but still wanted to help me in my new job."

As the individuals in this article point out, UA values its people and takes a hands-on approach to providing opportunities for learning and development. UA serves as a role model for all departments and divisions at Tufts in how to help staff grow in their jobs and move ahead in their careers. **Alissa Danchig**, UA's professional development and staffing consultant, points out that in the end, our success depends on us. "Responsibility for your development is on your shoulders," she explained. "Employees need to take control of their careers and grab whatever learning opportunities they can."

DEVELOPMENT OPPORTUNITIES

Take charge of your future by identifying your career aspirations, building your skills and knowledge, and using the resources of Tufts to help you achieve your goals.

The following is adapted from UA's career development approach:

Personal Ownership of Your Career

- >Research and seek out learning opportunities on your own
- >Don't wait to be tapped on the shoulder
- >Learn from your colleagues and peers: Get to know those around you, particularly those who work in areas that may interest you
- >Offer to take on additional responsibilities to expand your knowledge and expertise

In-house Development

- >UIT Training (University Information Technology)
- >Human Resources/Organizational Development and Training (HR/ODT)

Education

- >Classes at Tufts—You can take certain classes related to your career for free or with partial reimbursement. Check the course catalogue
- >Courses outside Tufts. You may be eligible for reimbursement (see related article, p. 7)

Career Coaching, Counseling and Assessment

- >Human Resources
- >Your Manager—It's listed last here, but one of your first steps should be to ask your manager for guidance and direction

NOMINATIONS OPEN JANUARY 20

New members join Awards Selection Committee

THE NEW MEMBERS OF THE SELECTION COMMITTEE INCLUDE SIX staff and one member of the faculty. The Selection Committee will choose recipients of the second annual Tufts Distinction Awards.

The new Selection Committee members, who come from across the university, are:

Lois Colburn, Director of Administrative Services, Cummings School of Veterinary Medicine in Grafton.

Anne F. Gardulski, Associate Professor, Geology, Arts and Sciences, Medford

Janie MacLellan, Senior Human Resources Representative, Human Resources, Boston

Tabitha (Tabby) Pancharatnam, Center Administrative Coordinator, Center for Neuroscience Research, Medical School

Gayle Petty, Manager, Nutrition Evaluation Lab, Human Nutrition Research Center on Aging, Boston

Milva Ricci, Staff Assistant, Biomedical Engineering, School of Engineering, Medford

Paul Tringale, Director of Conference and Summer Programs, Arts and Sciences, Medford

Sponsored jointly by the President's Office and Human Resources, the Distinction Awards recognize and celebrate the accomplishments of the people "who represent the very best of Tufts." Just launched last year, the Awards have fast become among the most coveted prizes awarded to employees of Tufts.

Coburn said she was "delighted" to be asked to serve on the Committee. "It was a thrill to receive the Unsung Hero Award in 2008, so I know how meaningful the recognition is to our employees. Having spent eight years working on the Medford campus, it will be partic-



Lois Colburn receives her Award at the first annual Tufts Distinction Awards Ceremony on June 3, 2008.

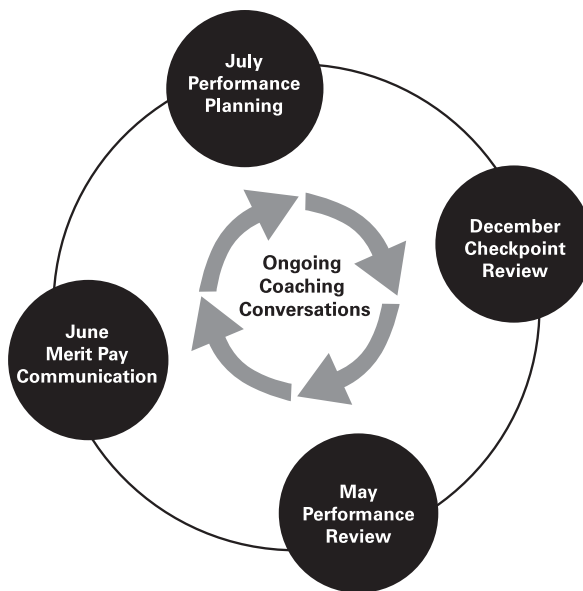
ularly interesting to learn about top employees there as well as those from the Boston Campus. I am looking forward to seeing all the ways our employees make Tufts so special."

Pancharatnam said she volunteered "simply because I think that the Distinction Awards is a great way of spreading appreciation and encouragement throughout the university. It gives us a chance to recognize the best among us, and is an incentive to aspire to be the best. Most importantly, I think that, within the current crisis that we are all facing, the awards strike a much-needed positive note within our community."

The nominations process for this year's Awards will open January 20 and close March 6. That's when the Selection Committee will review the numerous nominations of deserving employees and face the difficult task of selecting the recipients.

REMINDER: CHECKPOINT REVIEW

Did you participate in a Checkpoint Review conversation with your manager in December? If not, be sure to request one as soon as possible. This is an important conversation to ensure that you're on track in meeting your performance goals and that you're getting helpful feedback. Feedback is an essential tool for professional development. Take the time to check in now and position yourself for a positive Performance Review this spring. For further information, refer to the HR website, <http://hr.tufts.edu/>, or talk to your HR rep.



Members of the first "graduating class" of Eco-Ambassadors with President Lawrence S. Bacow at their celebratory luncheon. From left to right: Joanie Tobin, Mieke van der Wansem, Dawn Quirk, Laurie Sabol, Andrea Carlino, Tina Woolston (behind), Lizzie DeWan, Janet Silvano, Jeanne Eisenhaure (behind), Sarah Ullman (front), Anita Robbins, Jim Dolan, Lori Jackson, President Bacow, Susan Storm, Marissa Timothy, Amanda Parker, Neema Chaiban, Carrie Garinger, Suzanne Pude, Kate Chroust



Ready to teach and motivate

IT WAS A GRADUATION OF SORTS—a LUNCHEON HELD IN DECEMBER TO CELEBRATE COMPLETION of the first Eco-Ambassadors class. Led by the Office of Sustainability, the Eco-Ambassadors program is designed to develop a cadre of environmentally aware staff who can push environmental awareness deeper into the university. The first class had 16 staff members, and four undergraduate students.

Hosted by Project Coordinator **Tina Woolston**, the luncheon provided the occasion for the new Eco-Ambassadors to talk about what they had learned, and some of the successes they've already had.

At least one message was clear. In tough times, it makes sense to support the green movement because it can save money. Double-sided paper printing, reusable dishes and utensils for eating and drinking, and filtered tap water instead of bottled water all do double duty for the environment and budget.

President **Lawrence S. Bacow**, who is a former professor of environmental studies, told those attending the luncheon, "What we're seeing is a sea change in attitudes toward sustainability. It's driven no longer by ideology—the belief that it's the right thing to do. People understand that for the economy to be sustainable, it has to be 'sustainable' writ large, economically and environmentally. Tough economic times provide the impetus to get people to focus on these issues."

Eco-Ambassador **Anita Robbins**, administrative assistant in the Feinstein International Center, said her office was already recycling paper and plastic, doing double-sided printing, using low-energy computer screens and installing light sensors. The staff walk a lot, she said, and the center owns two bikes for visiting faculty. "We're about to have the last delivery of bottled water," she said. "We're switching to filtered tap water, saving a lot of plastic. We also have placed our last order of paper cups, plates and plastic utensils." Henceforth, staff will be using washable and reusable dishes and utensils.

Lori Jackson, a staff assistant in the Department of Education, Arts and Sciences, and a new Eco-Ambassador, said interest in the environment is growing within the department—in fact, half the staff want to start a group to develop new ideas. What is clear, Lori said, is that "sustainability helps the environment, but also leads to cost savings." Following a presentation she made to staff, she said, the chairman of her department offered to stop using paper cups. "Having someone from the top as a role model really helps lead to change," Lori said.

In summing up her experience in the program, **Jeanne Eisenhaure**, operations coordinator in the Office of the Vice Provost, said, "We had a diverse group and spent a lot of time learning about solutions. There was great idea sharing; I really liked the opportunity to meet others with common interests, people who share my passion. We learned what resources the university has to implement green actions—quite a few I didn't know about."

If you are interested in joining the next class or having someone speak to your office about cost-saving and environmentally beneficial actions, contact the Office of Sustainability at tina.woolston@tufts.edu.



Tina Woolston, project coordinator, right, chats with attendees **Anita Robbins**, foreground, and **Jeanne Eisenhaure**

Employee Discounts

DISCOUNTS FOR TUFTS EMPLOYEES

For those of us feeling a bit pinched in the pocketbook (and that's probably all of us), you may be interested in the discounts Tufts employees can get on a wide variety of items and services. The Purchasing Department has been working hard to secure improved discounts for you.

WIRELESS

All the vendors waive activation fees and offer some discounts on equipment.

Verizon

>**Discount:** 22% discount on voice and (most) data plans costing \$34.99 or more per month.

>**New Contracts:** Contact Stacey Marino at Stacey.Marino@VerizonWireless.com or 781.710.8000.

>**Existing subscribers:** To get an employee discount go to www.verizonwireless.com/getdiscount and enter your Tufts email address.

Sprint

>**Discount:** 23% off eligible Sprint Nextel services for employee accounts (does not apply to Unlimited Voice plans). Go to: <http://www.pcsorders.com/tuftsemployee/> to receive discounts for both new and existing accounts.

AT&T

>**Discount:** 15% off monthly recurring charges for most voice and data services

>**New Contracts:** Contact Jim Pappas at: james.pappas@att.com or visit an AT&T retail store.

>**Existing subscribers:** Call 800.331.0500.

For new and existing contracts, you must provide the university's Foundation Account Number (FAN): 2002670.

T-Mobile

>**Discount:** 10% discount off monthly recurring fee. For both new and existing accounts, contact 866.464.8662. Activations that are handled through the regular T-Mobile.com or stores are not eligible.

Other Employee Discounts

Other suppliers also extend discounts to Tufts employees for personal purchases. They include: Apple, Dell, Gateway and Lenovo (formerly IBM) computers, CDW-G for computer accessories and office supplies, and Mass Buying Power (the Massachusetts Higher Education Consortium), which gets discounts on a range of goods and services, including: restaurants, entertainment, cars, jewelry, appliances, life insurance, kitchen remodeling.

For information and links to suppliers' websites, visit the Tufts Employee Purchase page, http://finhost.finance.tufts.edu/purchasing_th/ven_vendors_emp_th.php. Note that you must be logged into the Tufts Network for access to the site. If you have any questions regarding products or services, please contact the resources listed on the applicable websites.



Employee Profile: Kim Parker



Kim Parker

KIM PARKER, TUFTS' BIOSAFETY MANAGER, HAS AN important job. She is responsible for ensuring that researchers who work with infectious or hazardous biological agents comply with federal, state, and university safety and health requirements. She has been in her role since joining Tufts two years ago and is part of the Operations Division.

Kim focuses on the Boston and Grafton campuses, where most of the university's biological research is done, and her day can be hectic. Some days she is at her "primary office" in Boston, "reviewing protocols, discussing research with principal investigators, making sure everything is in place for them to get their funding from the National Institutes of Health or other agency." She does "a vast amount" of training—everything from new employee orientation to in-depth training at the lab level. In fact, she helps train and drill local first responders, the Boston Fire Department, Grafton Fire and Police Departments, and boards of health.

Kim also sits on committees that review research protocols on both campuses "to make sure the folks working with these hazardous agents are doing it correctly in

the safest way so they don't expose themselves or the public."

The new Research Biosafety Lab (RBL) being built in Grafton will house much of this research. The RBL has taken up much of Kim's work week, focusing on such tasks as getting approval from the federal Centers for Disease Control (CDC) (she is Tufts' "responsible official" and primary CDC contact). "The community is concerned about safety, and we've been very active with community outreach, holding seminars and information sessions, meeting with individual community members and taking them on tours of the RBL," she says.

Opportunity to grow the program

Kim, who received a department Meritorious Service Award last fall, says she was attracted to the position because "I'd be able to grow the program." Since 9-11 and the subsequent anthrax attacks, the federal government has funded a massive increase in research on infectious and bio-terrorist agents and has also closely monitored that research.

"This created the need to further develop our biosafety program for such things as more training, committee oversight on various protocols, and development of additional programs to improve the facility," she explains. Two biosafety officers now report to her. **Julien Farland** came on board last January to monitor the RBL, and **Kathy Joseph** joined in July for Boston. Kim is also looking at creating an Occupational Health program. "That's an exciting prospect down the line," she says.

Her passions

Kim is a confessed sports nut and animal lover. In fact, she became engaged at Fenway Park five years ago. "We were on TV!" she exclaims. And she has two golden retrievers, Brady and Bruschi. Three cats, some fish and a turtle round out the menagerie. "I spend much of the time hanging out or running around with the dogs. We're working on our house but that's not much fun. Sports is a huge part—I don't play much, but I love to watch," she says.

UPDATE TO TIME OFF TRACKING AND VACATION POLICY

In January 2008, the university announced changes to its time off policies and introduced a new Time Off Tracking system. Now that we have recorded a full year of time off activity, additional processes will be automated.

Bonus days

Bonus days will be awarded automatically to *non-exempt* employees who use little or no sick time. Such employees who do not use any sick time in one year will be awarded **two** non-accruable bonus days on their anniversary to be used that year. Non-exempt employees who take only one or two sick days are awarded **one** bonus day.

Exempt sick time

Another process that will now be automatic is the restoration of **exempt sick time** a year after that time was used. For example, exempt sick time used in January 2008 will be replenished in early February 2009. **Non-exempt** sick time continues to be awarded on the employee's anniversary.

Time off allocation procedure

Each department designates a time off administrator who enters employees' time off as it is taken. Employees can view their time off activity through Employee Self Service at <http://eserve.hr.tufts.edu>. Managers can use Employee Self

Service to view time off information for the employees who report directly to them. Employees and their managers should review time off records regularly to ensure that this information stays accurate.

Vacation policy change—accrual limits

In **January 2010** the university will begin enforcing vacation accrual limits. At that time, vacation accrual will stop if an employee's maximum, the amount of vacation time accrued in two years, has been reached. While 2010 may seem far away, *employees with a high balance should work with their manager now to plan to use any excess accrued vacation time before January 2010*. Maximum vacation limits can be viewed in Employee Self Service.

With these changes, July 1 is no longer an important date in the vacation accrual cycle. The Time Off Tracking system reviews the maximum vacation allowed each month. After January 1, 2010, employees should keep their vacation balance below their maximum accrual every month; otherwise, vacation time will not be accrued for that month.

If you have questions about the Time Off Tracking system or a time off policy, send them to hr-timeofftracking@tufts.edu.

TUITION REIMBURSEMENT DOUBLES FOR FY09

Effective this fiscal year, eligible staff employees will be reimbursed for 100 percent of tuition costs up to a NEW maximum of \$4,000 each fiscal year. The previous maximum was \$2,000.

The Full-time Staff Employee Tuition Reimbursement Program was developed to help Tufts University employees maintain or improve the skills they need to perform their jobs. This program applies only to courses taken at other institutions and is separate from Tufts Tuition Remission Program regarding university courses.

Please review the Staff Reimbursement Program Policy located on the Human Resources website. Go to <http://hr.tufts.edu>, click on Benefits and then Staff Tuition Reimbursement Program.

Questions: Call **Alan Copithorne**, HR Service Center, x75504, or the HR Benefits Office at x73270.



Pictured here is the employment benefits area currently under construction.

HR MOVING UPDATE

The Human Resources departments that are now located in the TAB Building and the HR Center for Learning and Development, now at 520 Boston Ave. on the Somerville/Medford campus, will be moving to 200 Boston Ave. on or about January 30.

The following departments will be relocating: HR/Benefits, HR/Compensation, HR Employee Relations and Employment, HR Service Center, HR/Organizational Development and Training.

Telephone and fax numbers will remain the same.

Look for an email as the date draws near.

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WHAT'S YOUR OPINION?

What do you think of
Periscope? Do you have
ideas for future topics?
How to make it better?
We want to know!
Contact Regina Corrao at
regina.corrao@tufts.edu.

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What's Happening

EFFECTIVE COMMUNICATION IN FAMILIES

This workshop will explore the importance of listening as a fundamental communication skill. Learn the key elements of effective listening, and how to express yourself in a way that will help your children to listen to you. Discuss the difference between punishment and discipline, and how effective communication skills make discipline more effective.

Target Audience: All Staff and Faculty

Boston Campus

Date: January 7, 11:30am–12:45pm
Location: HNRCA Mezzanine Conf. Room

To register: contact Stephanie Scenna at
stephanie.scenna@tufts.edu

Grafton Campus

Date: January 14, 11:30am–12:45pm
Location: Kohnstamm Conf. Room

To register: contact Patty Boucher at
patty.boucher@tufts.edu

Medford Campus

Date: January 23, 11:30am–12:45pm
Location: Cabot Building, Room 702

To register: contact Michelle Conroy at
michelle.conroy@tufts.edu

WRITING E-MAIL FOR POSITIVE IMPACT

This program is designed to provide a planning process so that you can write quickly and effectively to get the results you need. Each step of the process involves instruction, individual practice, and group interaction and feedback. Attend this program and learn to:

- >Quickly develop a plan for any e-mails you need to write
- >Easily draft the piece, and
- >Effectively edit for punctuation, grammar, etiquette, and visual impact to meet the reader's needs

Target Audience: Individual Contributors

Sessions will be held in January and February on all three campuses.

For information: contact Emma-Kate Kallevik at emma-kate.kallevik@tufts.edu or 7-3268

MANAGING IN TOUGH TIMES

A round table discussion facilitated by Organizational Development and Training and Employee Relations staff with a presentation by the Employee Assistance Program to address your current challenges:

- >How can you continue to motivate your staff when everyone is worried and distracted?
- >What development opportunities can you offer if conference and travel money is limited?
- >With limited staff and resources, what are some ideas for getting mission-critical work done?

Through information-shared and problem-solving conversations, some creative solutions are sure to surface that will support you and benefit your staff!

Target Audience: Managers

Sessions will be held in February on all three campuses.

For information: contact Emma-Kate Kallevik at emma-kate.kallevik@tufts.edu or 7-3268.