

DEPARTMENT OF HUMAN RESOURCES

NOVEMBER/
DECEMBER 2007

www.tufts.edu/hr/index

Inside

TRAVEL WITH
TUFTS 2

ART OF SNEEZING 3

CHECKPOINT
REVIEW 4

BENEFITS: OPEN
ENROLLMENT 5

WELCOME
MICHAEL BAENEN 6

EAP LEGAL
SERVICES 7

WHAT'S
HAPPENING 8

COMING IN THE JANUARY/ FEBRUARY PERISCOPE

- < Details of new Tufts employee awards program
- < Profile of new EVP Patricia Campbell
- < Focus on Continuous Improvement.

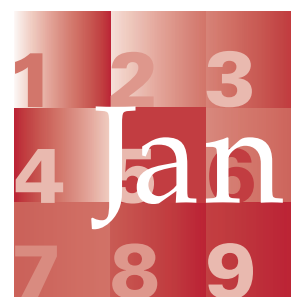
Tufts moves to centralized tracking of staff time off

ANNE DEBENEDICTIS, DIRECTOR, COMPENSATION AND HUMAN RESOURCES SYSTEMS

TO IMPROVE THE INFORMATION AVAILABLE TO TUFTS STAFF AND TRACK the cost associated with accrued vacation, the University is moving from department-based tracking of vacation and sick time to a centralized system to track vacation, sick and personal time for all staff.

Human Resources staff have heard from many employees that they would like time off information to be recorded centrally. With the centralized tracking system, employees will have access to their vacation and sick time records through Employee Self Service. In addition, the University will be able to track the financial liability associated with vacation time as our auditors have requested.

Currently, weekly paid staff report regular work hours and other time used including vacation, sick time, and personal days through the University's Time Entry system. While time used is recorded, **Continued on page 5**



NEW EMPLOYEE AWARDS PROGRAM

A message to all Tufts employees from President Lawrence S. Bacow

Dear Colleagues,

One of the joys of working at Tufts is the opportunity to collaborate with exceptional colleagues. I want to give you a heads-up about an exciting new university-wide program to recognize their accomplishments.

We will launch this new annual awards program this winter by asking the entire community to nominate individuals and teams whose work exemplifies the very best of Tufts. Winners will be chosen by a selection committee including staff, administrators, and faculty representing all three campuses. The whole university community will be invited to celebrate the presentation of this inaugural round of awards at a ceremony next June.

As I have said before, a great university is defined by its people—great students, great faculty, and great staff. This new awards program is one important way we can thank staff and faculty for their good work and affirm our shared values as a community where everyone is valued and has the chance to grow.

You will be hearing more about this new awards program from me, and from Human Resources, in the coming months. In the meantime, start thinking about which great colleagues you will want to nominate for well-deserved recognition.

Best regards,

IF YOU LIKE IT COLD... Tufts sometimes goes to Antarctica. This group of cold-weather stalwarts traveled to our southernmost continent in 2005.

Getting away from it all: Tufts Travel-Learn



Usha Sellers

IS THERE A PLACE IN THE WORLD YOU DREAM OF visiting? The pyramids of Egypt? A game preserve in Kenya? Peru's famed Machu Picchu? Spain? Morocco? Tahiti? What about a weekend getaway in the Berkshires?

One of the lesser-known perks of being a Tufts employee is that you can go to exotic locales far and near through the Tufts Travel-Learn Program, sponsored by the Tufts University Alumni Association. What's even better is that on these carefully crafted trips, you're escorted by experts on the countries and locations you're visiting, often Tufts faculty. As the program's website says, "The world becomes your classroom. These journeys provide intellectual renewal in some of the world's most beautiful corners."

Program Director **Usha Nand Sellers** has led Tufts Travel-Learn since 2000 and has grown the number of tours available from seven to over two-dozen. The 2008 Journeys include all the locations mentioned above. "The program seeks to mirror the University's mission, to advance life-long learning, enhance global awareness, understanding and connectedness," says Sellers, a Tufts

alumna with a doctorate in education. One example, she says, is the one-week trip to Ostuni, Italy, which offers the volunteer-minded traveler a perfect mix of international citizenship and connecting with local people.

Sellers gets ideas from alumni, faculty, and colleagues at Tufts and other alumni associations. To convert great ideas into journeys, she collaborates with leading travel organizations—"the ones that work heavily with alumni associations around the country and understand the style and substance of trips we demand, not just the look-and-shop variety," she says.

Tufts Travel-Learn often offers the trips with other institutions like Brown, Williams, and Dartmouth to maintain quality while keeping prices reasonable. Costs vary from trip to trip, but generally run \$2,000-\$4,000 per person. The Getaway Weekend in the Berkshires is for under \$400.

To see the list of 2008 Journeys, visit the Travel-Learn website at <http://www.tufts.edu/alumni/ed-travel-learn.html>. You may also contact Usha Sellers at 1-800-843-2586, or 7-5323, or usha.sellers@tufts.edu.

GESUNDHEIT! THE ART OF SNEEZING (AND COUGHING) CORRECTLY

You could be in your office or lab, at the library or on a lunch line. Suddenly you feel your nose getting itchy, a telltale sign that a sneeze is coming on. You don't have a tissue. You try scrunching your face or rubbing your nose, but the pressure builds and soon becomes inevitable. What do you do?

Most of us, unfortunately, do the wrong thing. We cover our mouths with our hands. Now it's true, that's better than doing nothing and letting all those germs go flying into whoever is standing or sitting nearby. But the problem is, the germs and bacteria are now on your hands. Then when you go to open a door, use a printer, or pick up a telephone, those germs get transferred to whatever surface you touch, ready for the next person to pick them up. That's how colds and flu spread like wildfire throughout an office.

"We all learned as children that when we sneeze, we cover our mouths with our hands," says **Kathleen O'Dea**, clinic manager of Tufts Health Services. But now, she advises, there is a better way to protect against sneezes—and also coughs, by the way. Follow a simple procedure approved by the U.S. Centers for Disease Control and Prevention (CDC). "As we approach cold and flu season, it's time we all learn this method," O'Dea says.

"Place your arm over your mouth and nose and cough or sneeze into your *sleeve* at the bend of your elbow. Unlike human skin, fabric isn't a good place for germs. They tend to die there," she advises. "If you have a short sleeve, move your head up close to your shoulder and cough or sneeze there into the fabric. You should try to do it as close to your upper arm or shoulder as you can."

Incidentally, if you have a clean, strong tissue, go ahead and use it, but make sure your hands aren't exposed. "Toss the tissue afterward—don't reuse it—and wash your hands, anyway," O'Dea warns. If you make a mistake and sneeze or cough into your hands, "go immediately to the nearest washroom and wash them thoroughly to get rid of the respiratory droplets."

Simple enough? Remember, *you* can help prevent this cold and flu season from getting worse by sneezing or coughing the CDC-approved way! Another piece of advice from O'Dea: "Wash your hands frequently with warm soap and water or an alcohol-based hand sanitizer."

Next step: We suggest you watch a humorous video recommended by the CDC. It takes just five minutes and will give you a good laugh. Most importantly, it will help you remember how to cough and sneeze correctly. Go to: <http://www.coughsafe.com/index.html>.



DONATE TO THE 2007-2008 TUFTS COMMUNITY APPEAL!

The 2007-2008 Tufts Community Appeal is now underway. Each year Tufts faculty and staff "reach out and make a difference to the charitable organizations that are special to each of us," President Lawrence S. Bacow said in this year's letter kicking off the Appeal.

You may contribute to any of the following categories:

- <Tufts Financial Aid, which helps finance scholarships for needy students. This often is the largest recipient of your donations each year. Last year, \$113,434 was donated toward financial aid.
- <Tufts Neighborhood Service Fund, which supports local agencies in our communities of Medford, Somerville, Grafton, and Boston's Chinatown. The TNSF has helped funded over 80

different local organizations over the years.

<The Charity of Your Choice, any chartered non-profit you wish to support.

Last year's appeal raised \$224,466.

REACH OUT AND MAKE A DIFFERENCE!

For more information, visit the Tufts Community Appeal website at <http://ur.tufts.edu/tca/>. Questions? Call ext. 7-3587



Tufts Community Appeal
Helping our community, one person at a time

Performance Development Program

REMINDER: DECEMBER IS CHECKPOINT REVIEW SEASON

PETER PRUYN, ORGANIZATIONAL DEVELOPMENT AND TRAINING CONSULTANT

What is a Checkpoint Review?

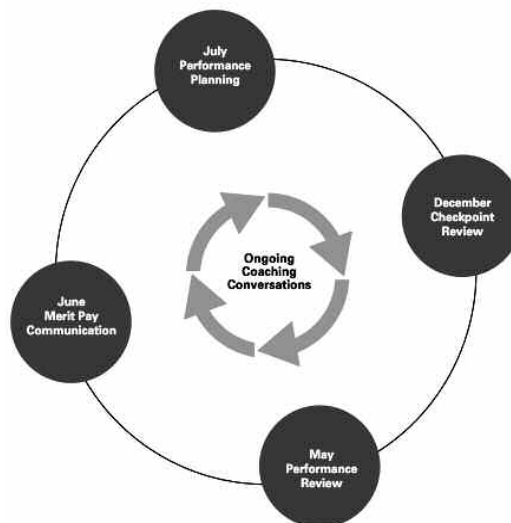
A Checkpoint Review is a formal meeting between managers and their direct reports halfway through the Performance Development cycle. Either the employee or manager can initiate the scheduling of this meeting.

Why do we do Checkpoint Reviews?

The purpose of a Checkpoint Review is to review the employee's progress towards goals on their Performance Plan—in short, to allow the manager to ask, “So how's it going?” halfway through the year. Employees will report on the status of their work, and managers will provide coaching as necessary. The manager and employee may also revise Performance Goals to meet changing circumstances. Checkpoint reviews are an opportunity for managers to provide mid-year feedback on all aspects of an employee's performance as related to the Tufts Organizational Competencies as well as responsibilities defined in the employee's Job Description.

How is a Checkpoint Review related to a Performance Review?

A Checkpoint Review can be thought of as a preliminary Performance Review in the sense that not all Performance Goals may have been completed yet. Since the year is only half over, this is also an opportunity for the manager and employee to discuss additional actions, ideas or information that might help the employee in seeing his or her goals through to completion.



How should managers prepare for a Checkpoint Review?

Managers should review the employee's Performance Plan, Job Description, and any notes they may have made throughout the year about the employee's performance. Input from customers and coworkers may also be useful. Managers should be prepared to listen, coach, and refine goals or timelines as necessary to adapt to changing priorities.

How should the employee prepare for a Checkpoint Review?

Employees should come prepared to discuss progress made on their goals to date, as well as any obstacles that may be hindering progress. What assistance can the manager provide? In addition, employees should bring an open mind to the manager's perspective on how they might do better.

What should be the outcome of a Checkpoint Review?

At the end of the meeting both manager and employee should be on the same page regarding a candid picture of the employee's performance. Any goal revisions should be agreed upon in writing. Both employee and manager are encouraged to document that the Checkpoint Review occurred and any noteworthy outcomes.

Where can I get more information?

For more information on Checkpoint Reviews and the Performance Development Program, refer to the @Work Guidebook available at: <http://tufts.edu/hr/odt>.



FOOD FOR THOUGHT SEMINAR

In late September, Organizational Development and Training initiated a series of workshops designed specifically for individual contributors (employees with no direct reports). These *Food for Thought* workshops focused on tools and techniques for writing effective Performance Plans. At left, Julie O'Connor, assistant director, Alumni Relations, discusses a point with a colleague.

Watch for the next *Food for Thought* series in April on Performance Reviews.

OPEN ENROLLMENT ENDS FRIDAY, NOVEMBER 16

The once-a-year opportunity for benefit eligible employees to:

- > Enroll in medical, dental, vision, life insurance, accidental death & dismemberment or long term disability coverage
- > Change your medical, dental or vision coverage level (from individual to family, etc.)
- > Change your life insurance, accidental death & dismemberment or long term disability coverage level
- > Change from one medical plan to another
- > Drop benefit plan coverage(s)
- > Enroll in Flexible Spending Accounts (FSA). Enrollment must be done each year.
- > Add or change beneficiary information online

What's NEW and changing in 2008....

- > New! MetLaw (administered by Hyatt Legal Plans)
- > New! Commonwealth of Massachusetts Employee Health Insurance Responsibility Disclosure Form (HIRD) Form Requirement
- > Enhanced! Delta Dental Coverage Rollover Maximum
- > Enhanced! Delta Dental Orthodontic Benefits will be available for all ages with any provider

How do you enroll or make changes during Open Enrollment?

You can enroll or make benefit changes online through Employee Self Service during Open Enrollment through Friday, November 16th. Log onto <http://eserve.hr.tufts.edu/>. If you do not have access to a computer, paper enrollment forms are available by calling the Benefits Hotline at 617.627.5717.

BENEFIT FAIRS 11 a.m.–2 p.m.

Medford Campus
October 30
Aidekman Art Center

Grafton Campus
November 2
Barbour Wildlife Bldg.

Boston Campus
November 7
Sackler Room 827

COMPUTER LABS 11 a.m.–2 p.m.

Medford Campus
November 13
Eaton Hall 208

Grafton Campus
November 9,
F. M. Loew Center

Boston Campus
November 15
LRC Lab, Sackler 5th Fl.

Coming soon: centralized tracking of time off

Continued from page 1

a balance of available time is not maintained in a central database. Semi-monthly paid employees do not record time off information in central systems at all today.

With the new system, which will be available for January 2008:

- > Vacation and sick time balances will be collected from all schools and divisions and loaded into the system for participating employees
- > A monthly accrual process will add vacation and sick time to these balances
- > Departments will record time off for semi-monthly paid employees through a new time entry process
- > Time off for weekly paid employees will continue to be reported through the Time Entry system, but will be subtracted from balances to maintain an ongoing record

Additional information, user documentation, and training will be available as the University makes this transition.

HOW MANAGERS CAN PREPARE

- Gather current records or work with staff to build records if they are incomplete
- Encourage staff to use time if balances are high
- Plan your internal process by considering who will enter time and how information will be communicated to this person (e.g. email, paper, etc.)

HOW EMPLOYEES CAN PREPARE

- Make sure that your records are kept up to date
- If you haven't done so, share your records with your manager
- Work with your manager to plan how to use vacation time if balances are high

Welcome Michael Baenen, Chief of Staff

IN AUGUST, MICHAEL BAENEN (PRONOUNCED BAN-nen) took his post as President Lawrence S. Bacow's new Chief of Staff. Before coming to Tufts, Michael was at MIT for 14 years, the last eleven of them in the president's office, and before that as assistant to architect Moshe Safdie—most famous for designing the Habitat in Montreal.



In 2004, Michael won an Infinite Mile Award at MIT for Community Building. Words used in the award ceremony to describe Michael show clearly why he was the top pick for the critical post of Chief of Staff: “the go-to person of choice” on many issues, “a great sounding board,” “a wonderful gauge in matters of protocol and etiquette,” and “a model bridge builder.”

Periscope recently had a chance to talk with Michael in his office on the second floor of Bal-lou Hall.

What will your role be at Tufts? Is it similar to what you did at MIT?

It involves many of the same issues and skill sets, but it's a different mix. If I had to summarize it, I would say my role here is really to be the president's assistant and adviser on issues ranging from

the running of our office to the many special projects that he undertakes as a leader in the academic community. So in much of what I do, I work as his representative, or on his behalf. For example, when he's chairing an accreditation committee or a program committee, I'll often work with him to make those projects flow smoothly. And I'm also someone that people should know they can come to in the president's office for help—to get an answer, a decision, or some information... I can help bring to the table of the senior administration issues around the university community that may not fall under any one person's administrative purview. And people can bring things to me that they wouldn't necessarily feel comfortable “bothering” the President with. I can also serve him as a reality check. To do all this effectively, I'm really working on getting to know the Tufts community.

So it sounds like you're also a set of ears in the larger Tufts community for the President. Does that include employees?

Yes. For example, in our emergency notification system, one of the questions is how do we make sure that those campus employees not on email regularly receive the necessary information and updates to make sure they get into the system. These are the service staff, dining workers, grounds people—it's important we not forget that not everybody is sitting at a desk and can respond when an email comes in. That's the kind of issue I can advocate for.

What do you think is key to succeeding in your post?

You can't have a strong agenda of your own. I certainly have some clear goals and principles. I'm here to support Larry. I'm here to support Tufts. I'm here to make things work better. But part of the role is to be as objective and honest a broker as possible. It has to be about helping Larry and helping members of his team be more effective... I hope that I will have a positive impact, but I'm still working to determine what the metrics for that will be. On one level, I'll feel successful if Larry is feeling well represented and well supported, and on a larger level if I have been able to help build networks that allow the university's academic and administrative leaders to do their work more effectively. **Continued on next page**

Employee Assistance Program

LEGAL SERVICES THROUGH TUFTS EAP

Do you have a problem that advice from a qualified lawyer might help you solve?

Through the Tufts Employee Assistance Program (EAP), you can have up to 30 minutes of free legal consultation with an experienced, licensed lawyer who specializes in the area of law governing your situation. And you will get a 25% discount as well on additional services provided by the lawyer. All Tufts employees, dependents, and household members are eligible to use this benefit.

Health Resources, which administers the EAP for Tufts, has contracted with one of the nation's largest networks of lawyers, Consolidated Legal Concepts (CLC) (www.clclegalplans.com) to provide legal and financial services to the Tufts community. Through its programs, CLC provides such services to 22 million households and over 15,000 corporations.

Here are a few of the more frequent inquiries the lawyers are receiving from Tufts employees, according to **Richard Killion** of Health Resources:

- **Immigration:** immigrant rights, questions about green cards, work permits, what it takes to stay in the country.
- **Home mortgages:** the sub-prime lending debacle has left people worrying about losing their homes or facing bankruptcy. You can also get 30 minutes of advice from a Certified Financial Planner under the EAP program.
- **Child custody:** questions about child support, parent rights and responsibilities
- **Elder care:** Medicare rules and requirements
- **Wills and estates:** the attorney will answer your questions.

So, for advice or assistance on any legal problem that is not job-related, call **1-800-451-1834** for a referral.

How to make the most of your 30 minutes with a lawyer:

• Prepare.

The best way to use your time efficiently is to write down in advance what you want specifically from the session. Have your notes and questions ready.

• Track the time.

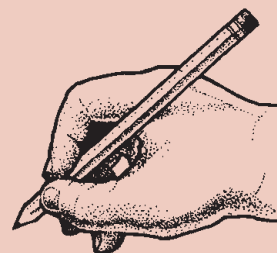
Thirty minutes goes fast, so you need to keep track during the session. Take a watch, or if you consult with the attorney by phone, have a timer or clock in sight.

• Two is better.

Consider having a family member or friend with you, or on the phone during your call; two sets of ears are better than one.

• Take notes.

Feel free to take notes during your meeting. It will help you review and keep track of the info you get.



Welcome Michael Baenen

Continued from previous page

You are succeeding Judy Olson as Chief of Staff. Did you get to talk with her, and did she give you any advice?

She and I overlapped for about a week, and even before then she gave me an opportunity to meet key contacts and colleagues here. She had done an amazing job of pulling things together for me, both in the sense of an organized handoff and also in leaving an office that is running very smoothly. I've been very fortunate. Incidentally Elise [Elise Renoni, Assistant to President Bacow] was with Larry at MIT, and I've known her almost as long as I've known Larry. She is a remarkable person, and Candy [Administrative Assistant Candace Copithorne] at the front desk is a wonderful long-term employee. Judy did a great job in giving me a clean slate. No leftover stuff anywhere!

Judy really stressed the role of being an honest broker—that's a clichéd expression but it's

useful short-hand. The most important contribution I can make is to make sure the president has what he needs to be most effective.

You have been here a few months now. What is your impression of Tufts?

I have found it an extremely collegial place, and it really is student-centric in a very visible way. And for a big university, it has an intimate feel. People really enjoy working here. They feel valued for what they do and the contributions they make. It feels to me like the pyramid is relatively flat and the hierarchy is relatively permeable. I also feel an enormous amount of energy from Larry, Jamshed [Provost Jamshed Bharucha] and all the members of the senior team, and I'm seeing that in other areas of the university as well as I get to know them. There is a sense of momentum and drive—a real desire to build from where Tufts is to make it an even stronger institution.

EDITOR

Regina Corrao
DIRECTOR OF ORGANIZATIONAL
DEVELOPMENT AND TRAINING

**CONTRIBUTING
EDITOR**

Scott Muldoon

PHOTOGRAPHY

Lisa Cohen
Alonso Nichols

DESIGN

Julie Steinhilber

We welcome letters in response to specific articles as well as your suggestions for future topics. Please direct your comments to Regina Corrao at 617-627-3268 or via fax at 617-627-3725, or e-mail her at regina.corrao@tufts.edu.

♻️ Printed on recycled paper

www.tufts.edu/hr/index

© 2007 Tufts University

What's happening

LUNCH AND LEARN SEMINARS

Organizational Development and Training presents *"Providing Five- Star Customer Service."*

- >Learn how excellent customer service benefits both you and the customer
- >Enhance your capacity to deal with challenging customers
- >Receive tips and discuss strategies for providing exceptional internal and external customer service.

Whether a new or long-term employee, you can develop or refresh your approach to customer service, one of Tufts' Organizational Competencies. The presenter on all three campuses will be **Adam Mintz**, of Health Resources EAP.

Time: Box lunches served at 11:45. Sessions run from 12:00 to 2 p.m.

Medford: Friday, November 2. Session is FULL. Sign up on a wait list. Second session will be held if list fills. Details to be announced.

Grafton: Friday, November 9
Kohnstamm Conference Room,
Administration Bldg.

Boston: Wednesday, November 28
Sackler Bldg., Room 206D

To register: Registration via email. To get an e-invitation, email your request to odt-coordinator@tufts.edu.

PRESIDENT'S HOLIDAY PARTIES

BOSTON CAMPUS

Wednesday, December 12

3:00-5:00

Sackler Building, 8th Floor

MEDFORD/SOMERVILLE CAMPUS

Thursday, December 13

3:30-5:30

Gifford House

The President's Residence

GRAFTON CAMPUS

Friday, December 14

12:00-2:00 Luncheon

Kohnstamm Conference Room

BONUS HOLIDAYS REMINDER

The University announced it is giving all Tufts staff **Wednesday, December 26**, and **Monday, December 31, 2007** as bonus days off—"an early holiday president." Those who are required to work will receive other days off or extra compensation. Please check with your supervisor on logistics for your department.