

Human Resources

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Spotlight

WORKPLACE LEARNING

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Spotlight is published monthly by Human Resources. Please address any comments to Hillary Kwiatek, Spotlight Editor, Human Resources, 428 Brodhead Avenue, send email to hik210@lehigh.edu, or call extension 85165.

Current and past issues of Spotlight can be viewed at: www.lehigh.edu/~inhro/spotlight1.html.

Keeping Connected, Staying Sharp

It's back-to-school time. Students have returned to campus and school buses are winding their way through traffic once again. But even if your days of formal education are behind you, there are still many ways to continue growing and learning. In fact, this fall is an ideal time to consider participating in workplace learning and professional development opportunities through Lehigh's Human Resources (HR) department.

WHAT IS WORKPLACE LEARNING?

In the past, **workplace learning** was known simply as "training." Today, though, growth opportunities available through education in the workplace include both skills required for a specific job and knowledge and abilities that are portable and relevant to employees wherever they might be in their careers.

Workplace learning is driven by the goals and needs of an institution. In the university's case, this includes encouraging employees to not only enhance skills for their present positions but also to stretch for new challenges that can help Lehigh fulfill its educational mission. Workplace learning also includes reinforcing Lehigh's **core purpose and core values** (http://www3.lehigh.edu/pdf/about/core_values_fall07.pdf) with supervisors and staff in order to keep the work environment respectful, harmonious, and productive.

The university's mindset around workplace learning includes the belief that employee development is a shared responsibility between staff members, supervisors, and the HR department. While HR offers numerous convenient opportunities for development throughout the year, the department can also tailor programs for divisions. Many Lehigh stems have developed their own traditions and approaches to encouraging information sharing and staff development.

IS WORKPLACE LEARNING WORTH THE TIME?

The old adage "time is money" is true, even at a not-for-profit institution. And a growing body of research supports the contention that workplace learning is time well spent.

The **American Society for Training and Development (ASTD)** found a direct link between the amount of money publicly-traded corporations spend on workplace learning and their total shareholder return (TSR). Controlling for other factors, ASTD found that an increase of \$680 per employee in a company's training expenditures per year yielded an increase of about six percentage points improvement in TSR the following year. While Lehigh isn't a publicly-traded company, the message of the study is clear: *Investing resources in workplace learning produces significant benefits to an organization.*

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Studies of employees who take part in workplace learning also support the value. Just a few of the benefits cited in research include:

- More positive attitude toward change
- Improved ability to listen
- Opportunity to break out of office silos and meet people across the institution
- Better ability to work in teams
- Improved capacity to think critically
- Improved ability to use computers
- Heightened awareness to others' cultures
- Gaining new skills.

TYPES OF WORKPLACE LEARNING AVAILABLE

Through HR's Workplace Learning program, employees can take part in activities with a range of objectives. The main categories of learning are:

- **Training and Development:** business writing, time management, harassment and discrimination prevention
- **Career Management:** Real Time Coaching, CareerPower
- **Supervisor Programs:** hiring, safety/workers' compensation, labor laws, privacy, workplace violence, Career Coaching for Managers, Crucial Conversations
- **Organizational Development:** specialized services to help depart-

ments plan a retreat, address current and future staff planning, facilitate meetings, and more.

- **Legal Updates:** A joint program of HR and the university's General Counsel's Office, programs cover topical issues such as contract basics and documentation.

You'll find a complete listing of program descriptions on the HR website (<http://www.lehigh.edu/~inhro/documents/TrainingDesc.htm>). Turn to page 8 of this publication for a listing of courses being offered this fall.

OTHER WORKPLACE LEARNING OPPORTUNITIES

In addition to programs offered through HR, Lehigh employees can tap into opportunities for development and growth through several other providers:

- **Library and Technology Services** (<https://cf.lehigh.edu/seminar/>) provides a wide array of technology training. Seminars include help with software programs, computer security, Google tools, and web-based publishing.
- **The BEST Program** (http://www.lehigh.edu/~inhro/workplace_best.html) offers reimbursement of 75 percent of the cost (up to \$500) of attending non-credit programs similar to those offered at Northampton Community College that directly pertain to an employee's position. The employee's department is then responsible for the balance of the cost.

- **The Iacocca Institute** (<http://www.iacocca-lehigh.org/exec/index.shtml>) at Lehigh University hosts professional education seminars that can be beneficial for managers and employees with the drive and interest in advancing their careers to leadership roles within the institution. There is a charge associated with attending Iacocca Institute programs. The Institute engages world-class business leaders and others to provide inspiring and informational workshops on timely issues.

- **Integrated Behavioral Health (IBH)** (http://www.ibhcorp.com/eap_worklife.html) Lehigh's employee assistance program (EAP) offers a treasure trove of online resources related to career development. As an employee of the university, you can access information in the **Work Life Resources** area of their website by using the **username: Lehigh** and the **password: Univ03**.

Spending time participating in workplace learning opportunities is an investment with positive returns for employees, their supervisors, and the university. If you'd like to know more about getting started, **Judy Zavaldriga**, Manager of Employee Relations and Workplace Learning & Performance (jaz308@lehigh.edu or extension 83897) and **Linda Parks**, Human Resources Associate/Workplace Learning and Performance Coordinator (linda.parks@lehigh.edu or extension 85195) would be happy to talk to you. 📞

Internal Applicant Process: Voice Your Thoughts

Lehigh University is working to select an online Applicant Tracking System to be used in the hiring process. As part of this implementation, HR will be reviewing the employment process for internal applicants at Lehigh University.

Early in October, we will be meeting with the Employment Coordinators to discuss this process. Everything is open for discussion! If you have ideas or suggestions, please contact one of the **Employment Coordinators** (<http://www.lehigh.edu/~inhro/EmpCoord.htm>) to let them know what you think should be changed or enhanced.

More information will be coming in the near future. In the meantime, if you would like to share your thoughts with HR, contact **Ronnie Blue**, extension 85020 or yah0@lehigh.edu.



Fall Into Wellness

Autumn is a great time to focus on your health. Consider taking advantage of these Lehigh Wellness offerings to form some good habits before the holidays arrive with their annual temptations.

WEIGHT WATCHERS

Looking to kick start your plan to lose weight? **Weight Watchers** is scheduled to kick off **September 16** and run for 8 weeks. Weigh-in meetings will take place every **Thursday, from noon to 1:00 p.m.** at a location to be announced.

Weight Watchers has introduced a new plan called the "*Momentum Program*." This new plan helps you look at food in a fresh way. You'll learn to eat smarter so you stay fuller longer, and you'll get strategies for beating hunger and temptation. In the new program, you'll also learn how to:

- Handle hunger and beat temptation
- Stay fuller longer, with delicious filling foods
- Make health smart choices, second nature
- Get expert information based on the latest nutritional research
- Rely on an easy-to-follow, simple plan.

At a cost of \$80, on-campus Weight Watchers is a great savings over joining and attending meetings off-campus. You can pay by cash, check (payable to Weight Watchers), Visa, Mastercard, or payroll deduction for salaried faculty and staff. Register for Weight Watchers at <http://www.lehigh.edu/HRtraining>.

HEALTHSCAN

HealthSCAN is a personal, preventative health screening that may determine if you have current or potential health problems. Tests include checks for diabetes, heart disease, gout, liver, and kidney disease. A Complete Blood Count (CBC) as well as HDL (good) and LDL (bad) cholesterol levels are also done. Test results are strictly confidential. Only you will receive your results.

HealthSCAN is conducted by **Quest Diagnostics** and is offered twice a year. Employees are eligible for one free screening per year. Retirees, as well as employee spouses/partners, can also participate in the screening at full cost (currently \$50).

The next *HealthSCAN* is scheduled for **October 20, 21, and 22, from 7:00 to 9:00 a.m.**

Register for HealthSCAN by completing the form available here: <http://www.lehigh.edu/~inhro/WellnessProgramDescriptions.htm#HealthSCAN>.

"The beaten path is the safest, but the traffic's terrible"

— **Jeff Taylor, Founder, Monster.com**



Take Charge of your Financial Future

Investing for retirement produces financial security for the future and peace of mind in the here-and-now. Human Resources is pleased to offer two **TIAA-CREF Financial Planning Seminars** this October:



A Woman's Money, A Woman's Future **October 26, from 8:30 a.m. to 10:00 a.m.**

Focusing on key aspects of personal finance management, this seminar incorporates issues of particular interest and concern to women. Topics include:

- Evaluating your financial health
- Setting financial goals
- Making your money work for you
- Your Plan: Putting it all together.

Tax Smart Ways to Save and Invest **October 27, from 8:30 a.m. to 10:00 a.m.**

Identifying potential areas for savings involves three important steps: finding ways to reduce the taxes you pay on your earnings; reducing the amount you spend; and making investments that are "tax smart." This seminar assists participants in developing effective strategies to minimize taxes and maximize savings. Topics include:

- Individual tax rates
- Effective withholding strategies
- Budgeting and debt management
- Tax-favored Savings Products: Which are best for you?
- Review of favorable tax law provisions
- How supplemental retirement plans can support an investment strategy.

If you have any questions about these seminars, contact **Tim Hinkle, extension 85167, th09@lehigh.edu**. You can register for these seminars online at: <http://www.lehigh.edu/HRtraining>

SUMMARY ANNUAL REPORTS

To Participants and Beneficiaries of the Lehigh University Welfare Benefit Plans Listed Below:

This report highlights important information about the Lehigh University welfare benefit plans listed below. While some of this information may appear to duplicate information previously communicated to you, the Internal Revenue Service and U.S. Department of Labor require that an annual report in this format be given to all employees.

The information used in this summary annual report has been taken from detailed Annual Reports for each plan filed with the Internal Revenue Service and the U.S. Department of Labor's Employee Benefits Security Administration under employer identification number 24-0795445, for the 2009 plan year. These reports have been filed in accordance with the Employee Retirement Income Security Act (ERISA).

BASIC FINANCIAL STATEMENTS

Medical Coverage Plan (PN501)

The self-insured component of the plan had contracts with Capital Blue Cross, Walgreens Health Initiatives, and Integrated Behavioral Health to pay claims incurred under the terms of the plan. Claims and capitation in the amount of \$12,132,805 and administrative costs of \$885,148 were paid from the general assets of the University for all plan participants during the plan year. The plan paid premiums of \$370,904 to purchase excess loss insurance from Sun Life Assurance Company of Canada.

The plan had a contract with Highmark Blue Shield to provide vision care coverage. Premiums in the amount of \$126,431 were paid during the plan year.

The plan also had a contract with United Concordia Life and Health Insurance Company to provide dental insurance. During the same twelve month plan year, premiums in the amount of \$601,595 were paid to United Concordia.

Long Term Disability Insurance Plan (PN507)

The plan had a contract with Hartford

Life and Accident to pay claims incurred under the terms of the plan. The total premiums paid for the twelve month plan year were \$520,315.

Group Life Insurance Plan (PN514)

This plan had a contract with Hartford Life and Accident to pay claims incurred under the terms of the plan. The total premiums paid for the twelve month plan year were \$741,143.

Travel Accident Insurance for Employees of Lehigh University (PN517)

The plan had a contract with AIG Life Insurance Company to pay claims incurred under the terms of the plan. The total premiums paid for the twelve month policy year ending June 30, 2009 were \$5,866.

Flexible Spending Plan (PN518)

Benefits under this plan are provided from amounts received by the University through salary reduction. There is no separate fund or trust. The amounts are commingled with other assets of the University. Separate accounts, however, are maintained on the University's records for each Flexible Spending Plan participant.

Flexible Benefits Plan for Part Time Employees (PN519)

This plan is one under which employees are permitted to direct salary reduction contributions to other plans. There are no assets or liabilities. The full administrative cost is borne by the University.

Flexible Benefits Plan for Full Time Employees and Certain Former Employees (PN520)

This plan is one under which employees are permitted to direct salary reduction contributions to other plans. There are no assets or liabilities. The full administrative cost is borne by the University.

Medical Premium Reimbursement Plan for Retirees (PN521)

This plan is one under which eligible retirees are reimbursed for a portion of

the cost of their medical coverage. Benefits are paid from the general assets of the University.

YOUR RIGHTS TO ADDITIONAL INFORMATION

If you are interested in further information, you have the right to receive a copy of any or all of the full Annual Reports, or any parts thereof, including insurance information and sales commissions paid by insurance carriers, on request. To obtain a copy of a full Annual Report, or any part thereof, contact **Toni Lee Febbo**, Human Resources, 428 Brodhead Avenue, Bethlehem, PA 18015, telephone (610) 758-3896. The charge to cover copying is \$0.25 per page.

You also have the legally protected right to examine the Annual Reports at the main office of the plans at the Office of Human Resources, 428 Brodhead Avenue, Bethlehem, PA 18015 and at the U.S. Department of Labor in Washington, DC., or to obtain a copy from the U.S. Department of Labor upon payment of copy costs. Request to the Department should be addressed to: Public Disclosures Room, N4677, Employee Benefits Security Administration (EBSA), Department of Labor, 200 Constitution Ave., N.W., Washington, DC 20216.

Day of Caring — It's Not Too Late!

Lehigh's **Day of Caring** community service day is **Wednesday, September 15**. There are still **a few** slots open for last minute registrants. Speak with your supervisor to get permission first.

If you can join your fellow employees, contact **Anne Noon-Scaggs** in the Department of Community and Regional Affairs at **anscaggs@lehigh.edu** or **extension 85801**.



(Continued from page 4)

To Participants and Beneficiaries of the Lehigh University Retirement Program for Faculty and Staff (PN001)

This report highlights important information about the plan. While some of this information may appear to duplicate information previously communicated to you, the Internal Revenue Service and U.S. Department of Labor requires that an annual report in this format be given to all employees.

The information used in this summary annual report has been taken from detailed Annual Report for the plan filed with the Internal Revenue Service and the U.S. Department of Labor's Employee Benefits Security Administration under employer identification number 24-0795445, for the 2009 plan year. This report has been filed in accordance with the Employee Retirement Income Security Act (ERISA).

BASIC FINANCIAL STATEMENT

Benefits under the plan are provided by individually owned, fully vested, annuity or mutual fund contracts issued by Teachers Insurance and Annuity Association and College Retirement Equities Fund (TIAA-CREF). The total premiums paid for the plan year were \$11,132,162.

YOUR RIGHTS TO ADDITIONAL INFORMATION

You have the right to receive a copy of the full Annual Report, or any part thereof, on request. The items listed below are included in the report:

1. An accountant's report;
2. Financial information and information on payments to service providers;
3. Assets held for investment; and
4. Information regarding any common or collective trusts,


pooled separate accounts, master trusts or 103-12 investment entities in which the plan participates.

To obtain a copy of full Annual Reports, or any part thereof, contact **Toni Lee Febbo**, Human Resources, 428 Brodhead Avenue, Bethlehem, PA 18015, telephone (610) 758-3896. The charge to cover copying is \$0.25 per page.

You also have the right to receive from the plan administrator on request and at no charge, a statement of the assets of the plan and accompanying notes, or a statement of income and expenses of the plan and accompanying notes, or both. If you request a full annual report from the plan administrator, these two statements and accompanying notes will be included as a part of that report. The charge to cover copying costs given above does not include a charge for the copying of these portions of the report because these portions are furnished without charge.

You also have the legally protected right to examine the Annual Report at the main office of the plan at the Office of Human Resources, 428 Brodhead Avenue, Bethlehem, PA 18015 and at the U.S. Department of Labor in Washington, DC., or to obtain a copy from the U.S. Department of Labor upon payment of copy costs. Request to the Department should be addressed to: Public Disclosures Room, N4677, Employee Benefits Security Administration (EBSA), Department of Labor, 200 Constitution Ave., N.W., Washington, DC 20216.

September is Prostate Cancer Awareness Month



Prostate cancer is the most commonly diagnosed cancer in men, and second only to lung cancer in the number of cancer deaths it causes. Different people have different symptoms for prostate cancer. Some men do not have symptoms at all. **The American Cancer Society** recommends that beginning at age 50, men should speak to their healthcare providers about prostate cancer. Men at higher risk (including African American men and men with a first-degree relative diagnosed with prostate cancer before the age of 65) should begin at age 45 or earlier.

Visit the American Cancer Society's website to learn what you need to know about prostate cancer: <http://www.cancer.org/Cancer/news/Features/what-you-need-to-know-about-prostate-cancer>

Get Tested at HealthSCAN

The main test for the possible presence of prostate cancer is the **PSA** blood test. Men who are interested in having a PSA screening test can do so at the upcoming on-campus **HealthSCAN** in October. The test costs just \$10 at **HealthSCAN**. See Wellness news on **page 3** for more information about the event.

Why is Hispanic Heritage Month September 15 — October 15?

President Lyndon B. Johnson created Hispanic Heritage Month in 1968. It starts in the middle of September because five Latin American countries — Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua — all celebrate their independence on September 15. Mexico, Chile, and Belize celebrate their independence during the month as well.



Vacation Accrual and Carry over

Fact or Fiction?

Staff members at Lehigh may accrue and then carry over the equivalent of one year's total vacation time into the next fiscal year.

Fact, but.....

The vacation accrual policy for staff is slightly more nuanced than this statement. The actual amount that may be carried over to the next fiscal year is the equivalent of what you have earned *in the current fiscal year*. That means that the figure may be lower, or higher, than you would expect at the start of the fiscal year.

The amount of vacation time a staff member earns in a year can be affected by a number of factors. For instance, you might take extended personal leave, long term disability, or leave without pay. In such cases, you do not accrue vacation time during that period. On the other hand, you could have a change of full time equivalent status (FTE), perhaps temporarily increasing from 75 to 100 percent. While working at 100 percent FTE, you would earn more vacation than usual. You might also reach a service milestone that increases your annual vacation hours for part of the year.

EXAMPLES OF HOW ACCRUAL CAN VARY

Consider a staff member who has been with the university for three years and eligible for 2 weeks of vacation. If this person is working 37.5 hours per week, she would earn or accrue 6.25 hours per month. If the person is working 30 hours per week, the accrual rate would be 5.00 hours per month. What happens if an individual works both schedules in one fiscal year?

Hours Worked/week	Time Period	Vacation Accrued/Month	Number of Months	Total Vacation Accrued
37.50	July through December	6.25	6	37.50
30.00	January through June	5.00	6	30.00
Total Earned and Available for Carry Forward to Next Fiscal Year				67.50

In this case, an individual is reduced from 100% FTE to 80% FTE mid-year. You might think that the staff member can only carry 60 hours forward because she is working at 80% FTE at year end (80% of 75 hours = 60 hours). But she can carry forward more than 60 hours because she earned more than 60 hours during the year.

Now consider the scenario where someone begins to earn additional benefits during the fiscal year: a staff member who will have completed five years of service on November 30. You might think that at 100% FTE, he can carry forward three weeks of vacation or 112.5 hours because he has five years of service at the end of the fiscal year. But he can only carry forward the vacation actually earned in the prior fiscal year which is less than 112.5 hours.

Hours Worked/week	Time Period	Vacation Accrued/Month	Number of Months	Total Vacation Accrued
37.50	July through November	6.25	5	31.25
37.50	December through June	9.375	7	65.63
Total Earned and Available for Carry Forward to Next Fiscal Year				96.88

In other words, there are a variety of scenarios under which your accrued vacation available for carry-forward for the next fiscal year is the not exact number of hours or weeks you would expect.

Please note that the same policy is applicable to vacation pay outs at termination. Payment is limited to the amount of vacation actually earned in the 12 months preceding a staff member's departure.

If you have questions about this vacation policy or your own balance, call Ronnie Blue at extension 85020 or vah0@lehigh.edu.

HR Reminders

- ✓ Did you know that a TIAA-CREF representative is on campus monthly? Call extension 83900 to schedule a one-on-one confidential retirement counseling session.
- ✓ If you are retiring or moving on from employment at Lehigh and have a Health Care Flexible Spending Account, your plan year ends at the end of the month in which your employment ends. You may request reimbursement only for expenses incurred before your separation. You have three months following your separation to submit paperwork.

Coffeepot Chatter or Water Cooler Wisdom

Tom: *Hi, Maria. Has Harry suggested that you identify a workplace learning program to attend this fall?*

Maria: *Yes, he has.*

Tom: *Did you? What did you choose?*

Maria: *I'm going to attend Effective Business Writing in December.*

Tom: *Oh, that's a good one, but I never even know where to begin.*

Maria: *Well, I looked at the Staff Development Resource Guide (SDRG) at the back of my Job Family Compass. I noticed that one of the recommended seminar and workshop topics was Business Writing Skills. Then I remembered from the monthly email message we get that Effective Business Writing is being offered on campus.*

Tom: *Oh, I'll look at the email message.*

Maria: *That's good, but look at the SDRG too. There's much more available to us in addition to what is offered on campus. The SDRG gives you suggestions, resources, websites, reference materials, professional associations, etc.*

Tom: *Maria, may I borrow your Job Family Compass Guide?*

WELCOME TO THE FAMILY!

People often say that their work colleagues are like family, but did you know that as a staff member you are actually part of a **job family** here at Lehigh? The *Job Family Compass Initiative* was a Human Resources (HR) effort to examine related positions across the entire university and then provide detailed descriptions of the key accountabilities, skills, knowledge, and success factors within those groups of positions. These groups are known as **job families**. There are 24 job families at Lehigh.

Each staff member can access his or her own *Job Family Compass Guide* (as well as all of the others) by logging into the Campus Portal, selecting the Employee tab, and then the Compass link. In the guide, you will find a wealth of information about all aspects of the job

family. If you're interested in moving to another position, for example, you can find a chart listing the various position titles and their salary grades within your job family. You will also see a listing of the key accountabilities within each of those positions so that you can consider what skills you may need to add to your resume. Along with the accountabilities, there are recommended career paths based on a variety of scenarios.

RECIPE FOR SUCCESS

Part 4 of the *Job Family Compass Guide* is a complete listing of the "Functional Success Factors" associated specifically with your job family. A Success Factor describes how work is accomplished. For example, one success factor in the Trades job family is *Attention to Detail and Thoroughness*. Actions associated with success in this area include: *allowing sufficient time for a task, asking for clarification when needed, and monitoring the quality of one's own work.*

YOUR ONE STOP RESOURCE SHOP

The *Staff Development Resource Guide* that Maria mentions to Tom can be found in Part 5 of your *Job Family Compass Guide*. The resources listed were provided by Lehigh staff members and are tailored to your job family. They include formal education programs, continuing education opportunities, as well as information about relevant professional associations and recommended seminars, workshops and conferences to consider attending.

In Maria's case, she noted that business writing was important to her job family and thus took the initiative to register for a class offered through HR. In the Trades job family, some of the recommended resources include pursuing certifications through trade associations, attending workshops on topics such as boiler operation, automotive service excellence, and planning and scheduling skills.

If you haven't taken a look at your *Job Family Compass Guide* in a while, consider pulling it off the shelf or downloading a copy from the Portal today. After all, it's always a good idea to keep in touch with your family. 🍷

More Ways to Learn: IBH Newsletters and Webinars

Looking for expert information about career development, wellness, work-life balance and more? Lehigh's employee assistance provider (EAP) **Integrated Behavioral Health (IBH)** offers monthly newsletters and webinars **absolutely free** to university employees.

The *IBH Frontline* newsletters include a general employee edition and a special supervisor-oriented publication.

Recent webinars offered by IBH have included *Making the Grade: Helping Your Child Achieve in School* and *Be Your Own Travel Agent*. Webinars are presented several times for the convenience of employees.

The next IBH webinar — *Be An Active Partner In Your Health* — will take place on Tuesday, September 21, at noon, 2pm, and 4pm.

You can access *IBH Frontline* newsletters and registration information about upcoming webinars on the HR website at: <http://www.lehigh.edu/~inhro/IBHNewsletters.htm>.



Human Resources Workplace Learning and Performance Fall Programs

Ongoing	<i>Real Time Coaching—Your Game Plan</i>	1st & 3rd Fridays By Appointment
SEPTEMBER		
15	<i>Career Power Part I</i>	8:30 a.m. to 2:00 p.m.
16	<i>Career Power Part II</i>	8:30 a.m. to noon
21	<i>Supervisor Series: Safety and Workers Comp</i>	8:00 to 9:30 a.m.
29	<i>It's Not Just About Sex Anymore</i>	9:00 to 10:30 a.m.
OCTOBER		
12	<i>GPS: Lehigh's Performance Management System</i>	9:00 a.m. to 10:30 a.m.
19	<i>Supervisor Series: Wage & Hour and Labor Law</i>	8:00 a.m. to 9:30 a.m.
21	<i>GPS: Lehigh's Performance Management System</i>	9:00 a.m. to 10:30 a.m.
NOVEMBER		
3	<i>GPS: Lehigh's Performance Management System</i>	9:00 a.m. to 10:30 a.m.
16	<i>Supervisor Series: Privacy</i>	8:00 a.m. to 9:30 a.m.
18	<i>GPS: Lehigh's Performance Management System</i>	9:00 a.m. to 10:30 a.m.
DECEMBER		
1	<i>GPS: Lehigh's Performance Management System</i>	9:00 a.m. to 10:30 a.m.
8	<i>*Effective Business Writing (\$100 cost)</i>	9:00 a.m. to 4:00 p.m.
14	<i>Supervisor Series: Workplace Violence</i>	8:00 a.m. to 9:30 a.m.
21	<i>GPS: Lehigh's Performance Management System</i>	9:00 a.m. to 10:30 a.m.
<p>*Your department may pay for you to attend programs that require a fee. Please check with your supervisor.</p> <p>To register for these programs, visit www.lehigh.edu/HRtraining. If you have questions, contact Mary Jo McNulty at extension 83894 or mjd4@lehigh.edu.</p> <p>For more information about Workplace Learning opportunities, visit www.lehigh.edu/~inhro/Schedule.htm.</p>		

Iacocca Institute Fall 2010 Leadership Breakfast Programs

Lehigh faculty and staff may attend at the discounted rate of \$25 per session.

Learn more and register online at www.iacocca-lehigh.org.

Thursday, October 7

Navigate Toward Excellence

Speaker: **Max Boilard**, Former Olympian and Founder of CANU, Inc.

Thursday, November 4

TRUST— How to put IT Back in Business

Speaker: **Todd Welch**, Trust Adventurer & Co-Founder of Charter Partners, USA

Thursday, December 2

The 25 Problems Problem: How to Rethink Problem-Solving in Your Organization

Speaker: **Jamie Flinchbaugh**

