Tufts University
Human Resources
Training Learning and Development

Training Catalog
The Human Resources (HR) department provides training and development programs designed to:

- Enhance employee skills and competencies;
- Support updates in HR services, policies and processes;
- Develop organizational and leadership skills.

Visit TELD (go.tufts.edu/TELD_HR) for scheduled dates and times for the following training programs and workshops.

Customer Focus Forum

Develop skills to enhance the quality of customer interactions. Participate in a cohort that defines what exceptional service means to customers. Share ideas on how to build and strengthen relationships with customers.

Learning Objectives:

**Module 1: Building a Customer Service Community (3 hours)**
Join the community. This module sets the foundation for the program and subsequent modules.
- Define exceptional customer service
- Explain what customers value
- Create customer focus (build relationships)
- Discuss customer service challenges
- Complete a self-assessment and draft a customer service development plan

**Module 2: Communication Skills and Methods (3 hours)**
By focusing on how you communicate with your customers, you can enhance the level of service you provide. Practice communication skills to enhance customer service.
- List the communication skills required to provide exceptional service
- Discuss the pros and cons of different communication methods
- Practice selecting the appropriate method to communicate with customers
- Identify tools and types of questions to clarify the problem
- Create awareness of assumptions and impact on communication

**Module 3: Communication and Problem Solving (3 hours)**
Review and practice communication skills to enhance the customer service you provide.
- Discuss best practices to keep customers informed
- Match the message to customer
- Demonstrate the key skills needed to deliver excellent customer service

**Module 4: Customer Service Challenges (3 hours)**
How do you provide exceptional service when we cannot accommodate a customers’ request?
- Anticipate customers’ situations and frame of mind
- Identify situations and strategies to say “no”
- Demonstrate how to “offer options” to customers
- Demonstrate the skills needed to deal with difficult situations, to manage expectations and achieve the desired positive results

Who should attend: Individual contributors, managers and supervisors

Pre-requisites: Participation in all four modules is required to complete the program.
**Pre-work**: Each module requires completion of a pre-work assignment. The assignments include preparing an outline of a common customer interaction, completing a self-assessment to identify opportunities to enhance skills and preparing a summary of your application of program content.

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**Effective Meeting Management**

Effective meetings require a great deal of preparation, participation and follow-up. The “Effective Meeting Management” workshop provides you with an opportunity to practice skills to enhance the productivity of meetings and utilize tools to plan, facilitate and follow-up on meeting outcomes.

**Learning Objectives:**
- Build awareness that proactive meetings are everyone's responsibility
- Demonstrate the link between meeting process and productive outcomes
- Identify roles and responsibilities for effective meeting management
- Describe the different phases of a meeting and the importance of preparation
- Clarify the purpose of a meeting and prepare a useful agenda
- Practice setting and using ground rules to facilitate a productive meeting
- Practice using templates to document meeting outcomes
- Identify and practice using communications skills to move the conversation forward
- Summarize common meeting pitfalls and solutions to prevent them
- Identify behaviors and the inhibit productivity
- Discuss and practice intervention techniques to keep the meeting on track
- Practice using tools/format to guide the meeting process

**Who should attend**: Tufts employees that lead/facilitate or participate in meetings on a regular basis. The audience may include Individual contributors, managers and supervisors.

**Pre-work**: Completion of a self-assessment and meeting observation worksheet.

**Workshop duration**: 1 day

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**Foundations of Administrative Support (FAST)**

Jobs in the administrative job family require a great deal of organizational skills and knowledge to navigate Tufts University processes and systems. The FAST program covers the following topics: Technology, Tufts Support Services (TSS), Meeting and Event Planning, and eServe and Performance Development delivered by knowledgeable faculty from these functional areas. You will benefit from the opportunity to network, learn about new developments and discuss best practices.

**Learning Objectives:**
Module 1 – Technology

- Understand the computing resources available from Tufts Technology Services that can assist you with everyday business processes
- Understand how to access assistance from a support provider
- Understand your role in using these resources responsibly and securely
- Understand the features of a strong password
- Learn how to use productivity tools for email, calendar, distribution lists, and network storage
- Identify additional resources for support and training

Module 2 – Tufts Support Services (TSS)

- Provide an overview of Tufts Support Services (TSS)
- Understand the function and organization of TSS
- Contact TSS for support by phone, e-mail, online request or walk-in
- Use TSS Knowledge Articles to research common issues
- Review Tufts Buy-Pay process: be able to find preferred suppliers for various commodities
- Navigate Employee Self Service: view vacation balances, update personal information, print paycheck (and W2) information, register for an HR training course, etc
- Review the basics of the Personnel Action Form (PAF)
- Summarize the Hiring Process for students
- Identify the tools (Time Entry/Time-off Tracking) and resources for recording hours worked and reporting time-off used
- Identify additional information resources for support and training

Module 3 – Meeting and Event Planning

- Identify best practices for scheduling meetings
- Learn how to book a room on each of the three campuses
- Understand the processes for ordering catering, facilities and audio/visual equipment
- Identify additional resources for support and training

Module 4 – Performance Development Program

- Understand how to prepare for and participate in each phase of the Performance Development Program to contribute to your success and support your development
- Understand how utilization of the Performance Development Program will contribute to your success in your new role and support your development
- Draft SMART goals related to your job responsibilities and the organizational competencies
- Identify additional information resources for support and training

Who should attend: FAST is intended for both experienced and new employees in administrative support roles at Tufts.

Pre-work: N/A

Program Schedule: 2 full days. Participation in all four modules is required to complete the program.

Foundations of Leadership (FOL) Program Series
Leading, managing, and coaching people are important elements of a manager’s/supervisor’s role at Tufts. Hiring the right candidate and taking an active role in employee performance development contributes to the success and growth of
the employee, department, school/division, and ultimately the university.

The FOL Program Series is comprised of modules designed to provide managers and supervisors the key skills and competencies to be effective leaders and managers.

Participants may register for each of the modules at the convenience of their schedules, or when a particular module topic is relevant to their immediate, or short term future needs. It is recommended that new managers and supervisors complete the Program Series within the first 12-18 months in the new role.

**The FOL Program Series Modules:**

**Module: Foundations of Leadership**
Duration: 2 days
This module is a pre-requisite for the other modules in the FOL Program Series. This 2-day module sets the foundation by introducing the key skills and competencies required to be an effective leader at Tufts.

**Module Learning Objectives:**
- Give examples of actions that demonstrate each of the Tufts Leadership Competencies
- Identify personal strengths and opportunities demonstrating the Leadership Competencies
- Describe the components of the Situational Leadership® model
- Practice matching the appropriate Leadership Style to the employee’s development level for a specific task or goal
- Demonstrate application of the Situational Leadership® model during a coaching conversation
- Describe the purpose of each phase of the Performance Development Program
- State the guidelines for delivering effective feedback
- Prepare for a feedback conversation
- Demonstrate a feedback conversation that incorporates the feedback guidelines and communication skills
- Identify personal strengths and opportunities in providing feedback

**Module: FOL: Preparing for the Performance Review**
Duration: 1 day
Fairly assessing, thoughtfully drafting and clearly communicating performance feedback requires a great deal of time and preparation. Well written and communicated performance reviews can be motivating and serve as a crucial tool to develop and recognize your staff. This full day workshop builds on content presented in the 2-day Foundations of Leadership program and provides additional opportunity to apply and practice coaching and feedback skills. Participants will discuss best practices and start preparing to assess, draft and deliver a thoughtful performance review.

**Module Learning Objectives:**
- Describe the characteristics of an effective performance review
- Identify tools to fairly assess performance and draft a custom plan to fully utilize these tools
• Recognize the importance of focusing on the performance demonstrated
• Determine what information should not be included in a performance review
• Understand and be able to apply the performance categories
• Draft a segment of your employee’s performance review
• Practice delivering a fair and motivating performance review.

**Pre-requisites:** Participation in the 2-day Foundations of Leadership program.

**Who should attend:** Tufts managers and supervisors responsible for preparing and delivering performance reviews.

**Module: FOL: Interviewing Techniques for Effective Hiring**
Duration: 1 day
This workshop will provide an overview of effective interviewing practices. Behavioral interviewing practices will be highlighted. Behavioral interviewing is an approach to interviewing that focuses selection decisions on performance by assessing a candidate’s past performance. Behavioral interviewing will help you improve your selection interviewing practices to consistently hire good performers. You will learn how to prepare for a behavioral interview by focusing on the positions’ selection criteria. Participants will have an opportunity to practice behavioral interviewing techniques.

**Module Learning Objectives:**
• Discuss OEO Laws and Regulations
• Define behavioral interviewing
• Prepare for a behavioral interview
• Define and practice strategies for successful questioning
• Conduct a behavioral interview
• Write behavioral based questions around each key objective.
• Describe techniques for getting valid performance based answers
• Evaluating the candidate interview

**Who should attend:** All Tufts employees participating in the Foundations of Leadership Program. This course should also be attended by any employee of the University involved in interviewing employees for job openings or advancement.

**Module: FOL: Challenging Conversations**
Duration: 1 day
This workshop, a component of the Foundations of Leadership program, will provide a framework for preparing for and conducting challenging conversations with employees. During the session, you will learn the role of policy and regulation in managing an employee and how an HRBP can be a resource to you during this process. You will practice using tools to prepare for challenging conversations, review best practices for delivering feedback, and role-play challenging conversations with peers in the class.

**Workshop Learning Objectives:**
• Identify the types of challenging conversations you could have with employees, and the reason these types of conversations are challenging.
• Understand the influence of assumptions on conversations a manager has with an employee.
• Describe ways to prepare for challenging communications.
• Identify the ways in which your Human Resources Business Partner could be a resource for you during this process.
• Describe how to apply the best practices of delivering feedback to potentially challenging conversations.
• Incorporating tools from this class, practice conducting challenging conversations

Who should attend: All Tufts employees participating in the Foundations of Leadership Program.

Module: FOL: Setting SMART Goals and Coaching for Success
Duration: 5 hours
Performance Plans are a blueprint for success and focus the efforts of you and your staff, and encourage the development of skills and competencies. Attend this workshop to discuss tools and best practices to engage employees in performance planning conversations. This workshop builds on content presented in the 2-day Foundations of Leadership program and provides additional opportunity to apply and practice using the Situational Leadership II model to set effective goals and coach to achieve sustained success and skill development.

Module Learning Objectives:

• Apply the definition of a Key Performance Area
• Discuss the importance of alignment of school/division and department/work unit goals with individual Key Performance Areas that relate to the employee’s job description
• Use the SMART criteria to draft clear Key Performance Areas
• Integrate the Tufts Organizational Competencies into the Key Performance Areas
• Practice matching the appropriate Leadership Style to the employee’s development level for a specific task or goal

Pre-requisites: Participation in the 2-day Foundations of Leadership program is strongly suggested, but not required.
Who should attend: Managers and supervisors

eLearning: Taleo for Hiring Managers
Duration: 20-30 minutes, Self-paced eLearning
Module under revision; coming Spring 2015.
Influencing and Communication

Whether we are communicating one on one, in a team or project meeting, with colleagues or customers, our interactions with others are opportunities to develop trust and interpersonal influence. The Influencing and Communication Skills workshop gives you the opportunity to practice the skills and techniques for effective communication and building interpersonal influence with others. You will learn the four Influencing Style characteristics and your primary Influencing Style.

Learning Objectives:

- Describe the concept of Influence
- Explain the four styles of influence using the Influencing Style Clock
- Identify your influencing strengths and development areas in regards to influencing and being influenced by others
- Differentiate between Position Influence and Interpersonal Influence
- Identify barriers to influencing and strategies for overcoming them
- State the communication skills for effectively influencing and communicating with others
- Describe typical responses and reactions to influence

Who should attend: Individual contributors, managers and supervisors

Pre-work: Participants will complete an Influencing Style Assessment online prior to the workshop. The instructions for completing the assessment are sent to registered participants approximately three weeks prior to the scheduled session.

Workshop duration: 1 day

Navigating the Transition of Change

Change is a constant and fact of life in organizations around the world. Although individuals may react differently when faced with it, we all go through a similar process when dealing with change. In the Navigating the Transition of Change workshop, you will discuss the drivers of organizational change. You will learn tips for navigating the phases of change, strategies for “letting go” of the old. You will also be able to identify the benefits and opportunities that change may bring you.

Learning Objectives:

- State the importance of organizational change
- Identify factors that contribute to resistance to change
- Describe your personal reaction to change
- Learn tips and processes that will help you navigate the emotional phases of change
- Identify strategies for letting go and embracing “new beginnings”

Who should attend: Individual contributors, managers and supervisors

Pre-work: N/A

Workshop duration: Half-day
Performance Planning:
Drafting SMART Key Performance Areas (Goals)

A well written Performance Plan is your blueprint to successfully support your department, identify priorities, and develop skills and competencies. It is also an important tool to measure your success throughout the year. Participate in this workshop to discuss the elements of an effective Performance Plan.

Learning Objectives:

- Describe the benefits of Performance Planning
- Identify ways to prepare for a Performance Plan discussion
- State the characteristics of effective Key Performance Areas (goals)
- Define the SMART criteria
- Practice writing SMART Key Performance Areas

Who should attend: Individual contributors, managers and supervisors

Pre-work: Please come prepared with sample Key Performance Area to revise.

Workshop duration: 90 minutes

Preparing For Your Performance Review

Prepare, Participate and Perform.
Your performance review is a summary of your contributions, accomplishments, and opportunities to develop and improve. Attend this workshop to learn how to prepare, participate and get the most out of your Performance Review.

Learning Objectives:

- Identify the tools to prepare for your annual performance review
- Discuss tips and guidelines for giving and receiving feedback
- Review the steps to access and sign your performance review

Who should attend: Individual contributors, managers and supervisors

Pre-work: N/A

Workshop duration: 90 minutes
Writing Performance Reviews

Performance Reviews require thought and preparation. A well written Performance Review is a tool to document performance, recognize contributions and identify opportunities for improvement and development. Participate in this workshop to review best practices and start your preparation.

Learning Objectives:

- Describe the characteristics of an effective Performance Review
- Discuss best practices for assessing, drafting and delivering a Performance Review
- Identify tools to assess performance
- Understand and be able to apply the performance categories
- Practice preparing and delivering feedback
- Draft a segment of your employee’s Performance Review

Who should attend: Managers and supervisors

Pre-work: Come prepared with part of an employee’s Performance Plan and be prepared to draft feedback for at least one Key Performance Area.

Workshop duration: Half-day

Project Management Overview

Project success is critical to bring to life the vision and mission of an organization, business or university. The purpose of the Project Management Overview workshop is to provide an overview of the discipline of project management. This workshop provides a basic understanding of the methodologies, concepts and tools used to complete a project as well as a commonly used five stage project lifecycle. You will have an opportunity to reflect on projects you may be currently working on. You will also get hands on experience using project management tools by applying them to a sample project that you will follow through the project lifecycle. And, you will leave the course with tools and templates that you may apply to your projects immediately.

Learning Objectives:

- Identify the key activities in the project life cycle.
- Discuss the components and uses of a project charter.
- Understand the role of the “Triple Constraint” in project management and apply it in determining project scope.
- Identify and manage the risks of a project to effectively manage scope.
- Identify the critical components of a project schedule.
- Describe the importance of a formal communication plan.
- Discuss tools used to schedule, track and monitor projects.
- Capture valuable project lessons and use them to define and improve project management practices.
Pre-work: We request that each participant complete an assessment of a project they participated in by completing a pre-work assignment. The goal of the assessment is to discover what worked well, what could be improved and any surprises or setbacks that may be avoided in the future. The instructions for completing the assignment are sent to registered participants approximately three weeks prior to the scheduled session.

Who should attend: All Tufts employees (individual contributors, managers and supervisors)

Workshop duration: 1 day

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Providing Effective Feedback

Feedback is an important element of employee development. Whether you are a manager or supervisor giving feedback to a direct report, a colleague giving feedback to another colleague or an employee giving feedback to your manager, feedback delivered effectively can help the recipient develop his/her skills and competencies, and achieve his/her goals. You will be introduced to the guidelines and communication skills for providing effective positive and constructive feedback. Additionally you will have the opportunity to apply what you learn and practice a real life feedback conversation as a capstone activity.

Workshop Learning Objectives:

- State the importance of providing positive and constructive feedback
- State the guidelines for effective feedback
- Prepare for a feedback conversation
- Demonstrate providing effective feedback that incorporates the feedback guidelines and communication skills
- List tips for effectively receiving feedback
- Identify personal strengths and opportunities in providing feedback

Pre-work: Participants will be asked to bring a “feedback scenario” that they will have the opportunity to practice a feedback conversation in the workshop.

Who should attend: All Tufts employees.

Workshop duration: Half-day
**Writing Fundamentals For Tufts Professionals**

We communicate every day in writing, to our managers, peers, and community members among others. But the writing that we do, much of it in email, can lack clarity, precision, and organization. To address this situation, we offer this hands-on workshop providing extensive practice in planning, writing, and proofreading professional writing from start to finish. This course complements the elearning course *Grammar and Punctuation Review for Tufts Professionals*, but each course can be completed independent of the other.

**Learning Objectives**
- Identify key elements (audience, purpose, and tone) that characterize business writing.
- Organize key points of a document to maximize message clarity.
- Identify strategies to edit and proofread a document.
- Determine the appropriate subjects, greetings and signatures for professional email messages.
- Identify features of business letters, memos, and agendas

**Who should attend:** The training is designed for members of the Tufts Community, both managers and individual contributors, and could be particularly relevant to those who are required to write in their work roles.

**Pre-work:** We request that each participant submit a sample professional document he or she has written (email, letter, announcement etc.) to use during class. The *Grammar and Punctuation Review for Tufts Professionals* elearning course will be offered in conjunction with this training.

**Workshop duration:** 1 day

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**Grammar and Punctuation Review for Tufts Professionals**

As we write more informally each day, some of the nuances of grammar and punctuation get overlooked, and even forgotten. This self-paced elearning module can be accessed on demand and will be promoted as a companion to the *Writing Fundamentals for Tufts Professionals* instructor-led course. The elearning module focuses on the rules and best practices associated with grammar, word choice, and punctuation, providing detailed explanations and examples as well as opportunities for the learner to practice applying these rules within the module.

**Learning Objectives:**
- Identify and correct errors in verb and pronoun agreement in provided writing samples
- Recognize and correct passive voice in provided writing samples
- Select the correct word from a pair of commonly confused (or similar) words
- Identify and correct use of punctuation (commas, colons, semi-colons) in provided writing samples
- Identify and correct errors in capitalization, form, and punctuation for language specific to Tufts and other academic settings

**Who should attend:** Managers and individual contributors

**Pre-work:** N/A. Employees are encouraged to review this module from start to finish, or to review particular sessions as on-demand references.

**Elearning duration:** Up to 30 minutes