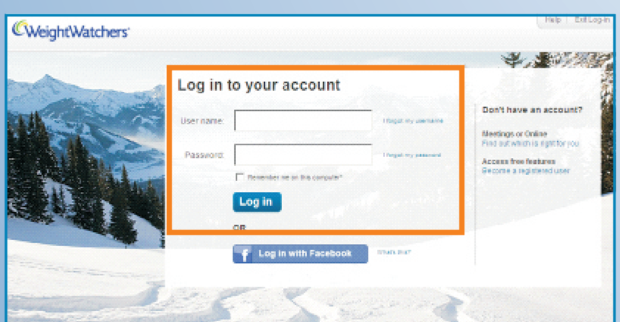
WeightWatchers

Accessing eTools

If you are a New User:
Go to www.weightwatchers.com/login
and follow these steps:

1. Enter your Temporary Username (your Monthly Pass number) located on the back of your Temporary Monthly Pass.
2. Enter your Temporary Password, which is your Registration Number (or Lifetime Number if you are a Lifetime Member), and is located on the front of your Weight Record.
3. After you log in you will be directed to change your Temporary Username and Password for security reasons and to accept the terms and conditions.

If you have an existing Username (including Registered Users):
Log in to your account as usual at LOG IN
www.weightwatchers.com/login

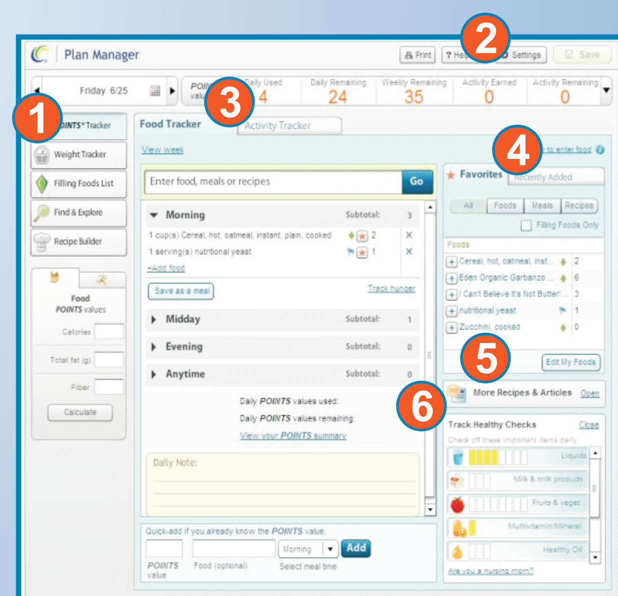


Part One: Personalized for you

1. Personalized display of profile picture, DPT and WPA.
2. Receive three tasks each week based on tenure in the plan (members can check off their progress).
3. Play with interactive cheat sheets, get essential info, and try our great recipes.
4. Easy access to the Food, Activity, and Weight Tracking Tools.
5. Find out how ***PowerStart*** works and get more info on the Topic of the Week.
6. Track on the go with Mobile.

Part Two: Food and its Accomplices *PointsPlus* Tracker

1. Indicators in dashboard include DPT and WPA ***PointsPlus.*** The Tracker within the Plan Manager is the key tool for keeping your members on track with the ***PointsPlus*** Food and Activity Calculator.
2. Settings: Adjust DPT, WPA, or to the Simply Filling Technique
3. Food and Activity Tracker Tabs
4. Favorites and Recently Added Tabs
5. Recipes, Articles, and Topic of the Week Users can search for over 30,000 foods and activities in the database
6. Good Health Guidelines/Healthy Checks Members can track their daily food, activity, and Good Health Guidelines.

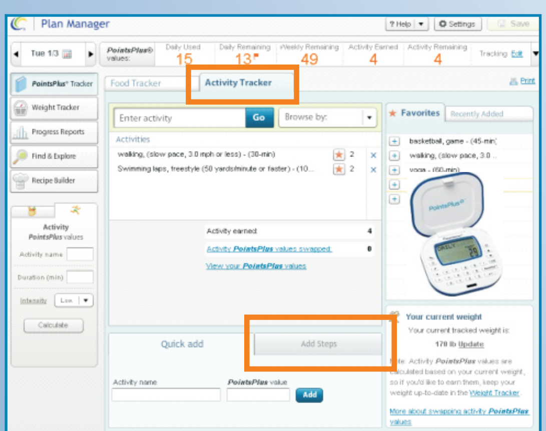


Part Four: Move it or Lose it Activity Assessment

Receive a weekly activity *PointsPlus* goal of 14 in the meeting room. Then head to the site for a more personalized goal that is based off the activity your members already do.

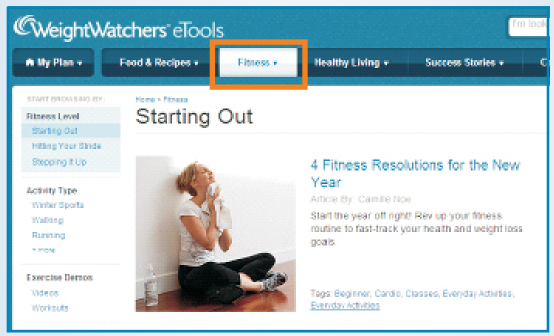
Part Four: Move it or Lose it Activity Tracker

- The Activity tracker lives in the Plan Manager and is part of the *PointsPlus*Tracker
- eTools users can look up specific activities, workouts or videos and find the activity *PointsPlus* values earned for completing them.
- Members can swap Activity *PointsPlus* values for Food *PointsPlus* values. They can choose to swap daily, weekly or not at all. Head to “Settings” to customize
- Those who love to walk and use a pedometer can track their steps by inserting their average stride length and # of steps taken.



Part Four: Move it or Lose it Fitness Content

- The Fitness section is designed to help subscribers broaden his or her horizons when it comes to activity.
- There are articles which help members find a new workout, start a walking program or learn what Pilates is all about.
- Members can watch and print out complete workouts to do at home or the gym.
- Users can take some time to watch the carefully created exercise demos to get ideas to try at home or at the gym.



Part Five: Inspire and Be Inspired Community

- Making new friends is easy with the Weight Watchers Community.
- Users can create their own profile page, upload photos, keep up with friends, and participate in their own groups and challenges.
- Members can also share their personal story with the Community by writing their own blog. (See image at top right).

Part Five: Inspire and Be Inspired Community

Part Six: eTools for Men

Guys approach the daily challenges of losing weight differently than women do, eTools has a site just for men that offers them resources like:

- Health & nutrition guides just for men
- Expert gear and gadget reviews
- Tips from real guys who have been successful
- Meal ideas for foods guys actually want to eat

Part Two: Recipe Builder

The beauty of the Recipe Builder is that members can input all their ingredients into the Recipe Builder and it automatically calculates the *PointsPlus* value. Members can lighten beloved recipes to make them more plan friendly. Il the time was taken to create lightened versions of any recipe, save and store under the *View my recipes* tab.

Don't forget to share with others. Take a photo of your masterpiece and share it with the Weight Watchers Community.

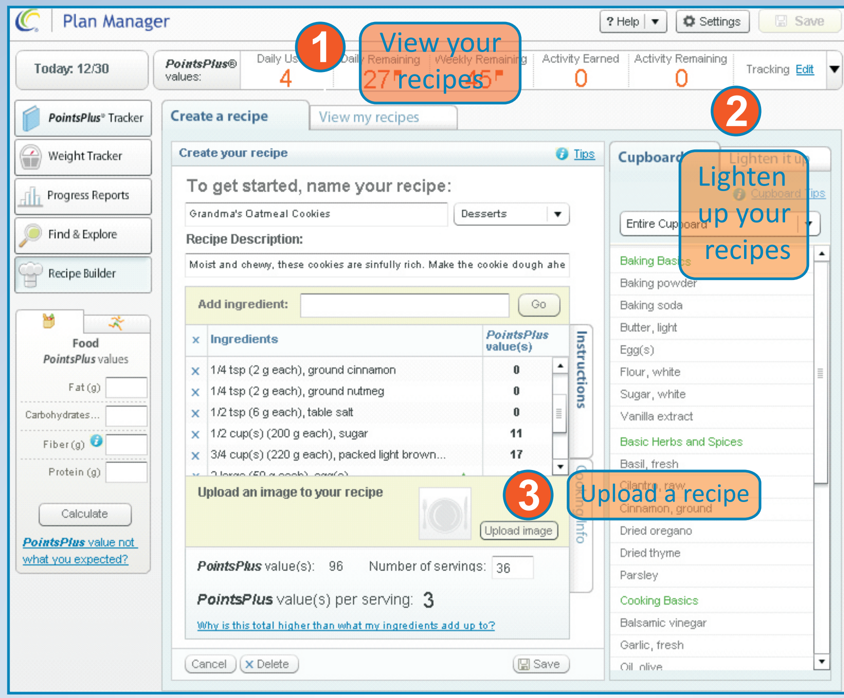
Visit the Food & Recipe section to get the latest information

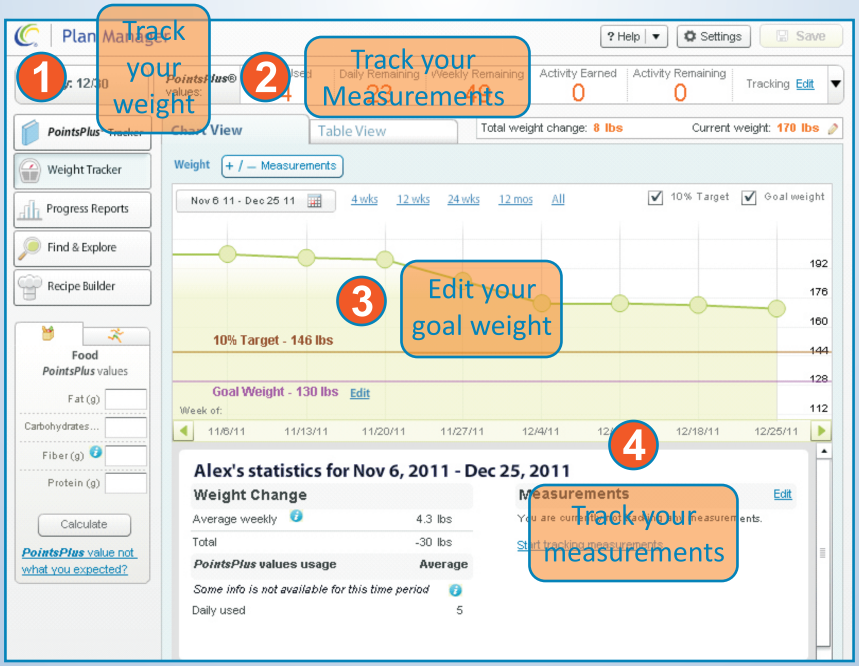
Part Two: Recipe Builder

Recipe of the Day

- Menus for events like Picnics, Bridal Showers and Holidays
- Tips on Eating Out
- Starter shopping lists
- Videos on How to Cook

Dig deeper into the Recipes & Menus section to browse the recipe collections such as zero *PointsPlus* recipes and vegetarian recipes.





Part Three: The Weight of the Issue Weight Tracker

One phenomenal tool designed exclusively to help members record their weekly weigh - ins. Every member should feel proud of their accomplishments. At the bottom of the page there is a key explaining what each successful milestone means.

Users can also track measurements like dress and hip size for women and chest and neck size for men.

And if your member attends a CHAMP center, they can see their weight automatically get sent to the site. They don't have to track it themselves.

Earn milestones for a job well done!

To Remember

Part Seven:
Take Weight Watchers with you...
Weight Watchers Mobile

Weight Watchers iPhone and Android apps allow members to track and calculate *PointsPlus*® values, log their weight, and get great food ideas. They can also update their community status, and upload photos to their profile page.

Our mobile weight loss tools are now optimized for the iPad.Members can get and track *PointsPlus* values, log weight, get food and activity ideas and more.

Weight Watchers Barcode Scanner app is available on your iPhone or Android. Scan barcodes on food packages and get accurate *PointsPlus* values for thousands brand name foods. Members can quickly compare products, send to Tracker and add as a favorite.

Weight Watchers Kitchen Companion iPad app is designed to help members cook more and make healthier cooking and shopping decisions. The app is to be used in the kitchen during the cooking process of an actual recipe with easy to follow instructions, videos and cooking timers.

NOTE: All mobile tools are FREE with a Monthly Pass or eTools subscription.

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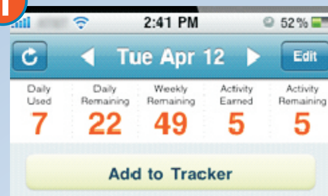

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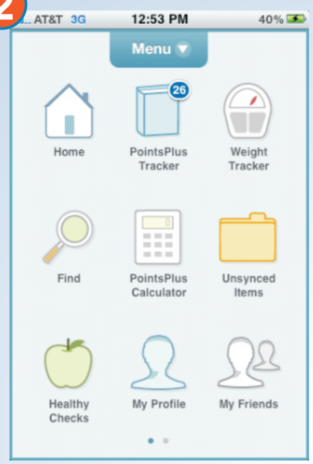

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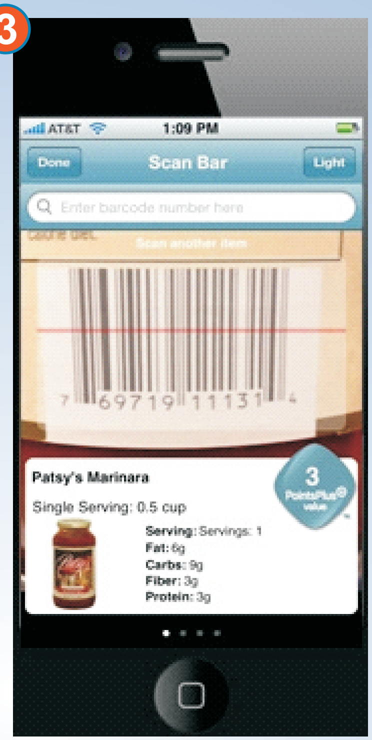


4

Notes to Remember

Questions to Ask

Day to Day Operations

Managing Each Day

As your staff members are getting settled in to their roles and have a clear understanding of performance expectations, your role as a manager evolves from that of an on-boarding coach to a resource for getting work done within the context of Columbia University.

This includes:

- Managing People: coaching & developing staff
- Managing Compliance: ensuring policy considerations are met where necessary
- Managing Budget: providing guidance on compliance and budget
- Managing Systems Technology: acquiring computers, equipment and core applications for the team

Columbia University Administration

Communications
Compliance
Facilities
Finance
Human Resources
Information Technology

Managing People

Once managers' on-board new staff and set target goals for the entire team, the next phase in managing the team is to provide ongoing performance feedback and coaching.

Coaching requirements are not the same for all staff members. In fact, coaching requirements are not even consistent for one staff member as he or she works on different tasks. Staff members have differing levels of skill and ability for each task they perform. As an effective coach you need to be aware of the areas where your staff member requires more support.

Staff members who have lower levels of performance will require greater coaching support. Staff members who have higher levels of performance will require less coaching support.

How frequently you meet to discuss progress will depend on two things:

- Expectations of your school/department
- The performance levels you have identified for each of the tasks required to achieve the performance goals (the lower the levels of performance, the higher degree of coaching, and therefore frequency of meetings)

Confirm with your staff how frequently you will meet to assess progress.

Be explicit about whether you or the staff is responsible for establishing

Coaching vs. Counselling

The manager is responsible for providing performance guidance and support. In cases where staff members may need personal support services managers should refer them to EAP (Employee Assistance Program) via HR.

Development and Mentoring

Staff Development

Staff development is the enhancement of the skills, knowledge, and experience of staff with the purpose of improving performance. Staff development, unlike personal development, is usually coordinated by the manager/supervisor. It can use a variety of training methods, and is usually conducted on a planned basis, perhaps as a result of or in combination with a performance review.

The staff member's perception of this activity is derived from the manager's approach throughout the whole coaching & mentoring life cycle. If the manager has consistently used the coaching process to guide and enrich the capability of the staff member, this step will be viewed with enthusiasm and interest. If the process has been judgmental and not supportive, then this step will be viewed as an administrative requirement which will not receive attention and action.

The areas that are selected for development should be clearly defined, using the Outcome, Measurement, Timeframe format. The staff member should be able to see how the new skills and abilities or knowledge will be acquired, and how they are expected to be applied – to the current job role, and as preparation for future job roles.

If the planned development is a requirement to achieve satisfactory performance in the current job role, then the specifications for achieving the development must be very precise, with tightly controlled timelines.

If the development efforts are focused on longer term staff member development, for a job role that may not yet be determined, the timelines may be more relaxed.

Mentoring

Mentors in either a formal mentoring program or informal relationships focus on the person or mentee, their career and support for individual growth and maturity, whereas the coaching process is job-focused and performance oriented.

	Mentor	**Coach**
Focus	On the person	Focus is on the task, project, job
Role	Sounding board/Listener	Has specific goals to meet
Relationship	Voluntary	Comes with the job
Personal returns	Life Learning	Staff Performance

Managing Time and Attendance

Managers are responsible for maintaining records of actual time worked for support staff and for maintaining records of days off for officers. These records must be maintained and used by the Manager to determine overtime pay for support staff and to verify labor costs, sick leave, personal days and vacation allowances for both support staff and officers. All time and attendance records are subject to examination and must be kept for at least six years.

Managers are required to submit vacation and personal day accrual balance information for all Officers of Administration, Officers of the Libraries, and Support Staff who are entitled to these benefits to their Department Administrator.

Work hours and individual schedules for each role are determined by the business needs of the school or department.

Managers of bargaining unit staff are required to familiarize themselves with the bargaining unit contracts represented within their staff and the specific work hour guidelines within each contract which can include but are not limited to: number of hours per week/ per day, break times, rest periods, guidelines for tardiness, and guidelines for emergencies that impact attendance.

All union contracts are available on the Human Resources website under the heading Union Contracts. All contracts are negotiated for a finite period of time and all managers are expected to know when the contract expires and to familiarize themselves with the new contracts when they become available.

The manager must make sure there is enough coverage to manage day-to-day operations when staff members request vacation or time out of the office. Managers can't always anticipate staff member's time out of the office such as the case of unplanned leaves of absences. Managers should work with their own Senior Leader and/or HR Representative to reexamine staffing needs and identify interim staffing solutions.

Time Away from Work

The University also maintains policies on time away from work on the HR website for the following topics:

- Paid Vacation
- Holidays and Floating Holidays (Personal Days)
- Religious Holidays
- Rest Periods
- Sick Leave
- Leaves of Absence
- Medical Leaves of Absence for Full-Time Officers of Administration
- Medical Leaves of Absence for Support Staff
- Workers' Compensation
- New York State Disability
- Bereavement Pay
- Jury Duty
- Voting Time
- Early Departmental Closings Due to Lack of Climate Control
- Inclement Weather and External Emergencies (When the University Doesn't Close)
- Emergency University Closings Policy for Support Staff

Managers and supervisors are expected to familiarize themselves with each policy and follow the guidelines for each in managing time away from work for themselves and their staff.

Managing Office Space

Columbia University Facilities Department is dedicated to supporting the core educational and research missions of the University by maintaining a safe, beautiful, and functional campus environment that meets the varied needs of students, faculty, staff, and our guests. Main responsibilities are to maintain the buildings, grounds, and physical plant of the main campus, Baker Field, and Nevis Laboratories; to design and build new facilities; to lead campus planning and space management efforts; to ensure public safety; to provide and manage apartment housing for faculty, students, and staff; to assist Columbia affiliates in finding off-campus housing; and to manage parking. Service departments include Capital Project Management, Construction Business Services and Communications, Finance and Administration, Operations, Real Estate, Facilities Planning and Space Information, Public Safety and Manhattanville.

Each campus location has a local facilities team available 24 hours a day, seven days a week. Managers may contact Facilities for cleaning services, electrical services, furniture repair, maintenance and removal, HVAC (Heating and Air Conditioning services, groundskeeping, locks, trash and medical waste removal, painting, water and window maintenance, to name a few services.

Columbia University Facilities

It is expected that all staff adhere to generally accepted rules of conduct and organizational behavior. **University Apartment Housing (UAH)** manages residential units primarily in the immediate vicinity of the Morningside Heights campus, as well as in Washington Heights, Manhattan Valley, and Riverdale.

Medical Center (CUMC) Facilities Management

The Facilities Management team support walk-in and phone requests regarding heat and cooling questions, lighting, furniture and equipment requests for office space, classrooms, labs, and campus grounds. The **Capital Project Management (CPM)** coordinates all capital projects activities on campus groups and the **Office of Housing Services** provides on-campus housing to students, faculty and post docs.

Visit the Columbia University Facilities or the Medical Center (CUMC) Facilities Management website for more information.

Department of Public Safety

The Columbia University Department of Public Safety is responsible for helping the University maintain a safe and secure working and learning environment by protection both people and property. With a main office at both Morningside and CUMC, the department is engaged in daily operations, crime prevention and investigations, fire safety, shuttle bus schedules, health services emergencies, as well as physical security requests. Managers may contact Public Safety for a security, fire or medical emergency.

Visit the Columbia University Public Safety or website for more information.

Administrative Services

Administrative Services consists of 4 departments, which provide print, mail and transportation services to the entire Columbia Community, most specifically students, faculty, and staff on Morningside campus.

Print Services provides copying and printing from basic copy jobs to posters, banners, invitations, newsletters, course packs and graphic design services. Print Services also provides binding and graphic design services. Under this umbrella, we also run a robust **Copier Program,** which manages the acquisition, lease and maintenance of a fleet of over 850 copiers throughout the University, including the Medical Center and its affiliates, and **Bulk Mail Services,** which processes mass mailings, labeling, envelope stuffing and mail merges. Print Services locations include:

- Journalism Building, Room 106
- International Affairs Building, Room 401
- P&S Building, Room 2-466 at the Medical Center on 168th Street

Transportation Services provides three types of operations, including a comprehensive **Bus Shuttle service**, which students, faculty, and staff can access for free. These shuttles provide transportation between Lamont Doherty Observatory in Palisades, New York and the Morningside Campus; the Medical Center, Harlem Hospital and Morningside Campus; George Washington Bridge Port Authority and the Medical Center; Manhattanville and Morningside Campuses, as well as safety evening shuttles around Morningside Campus. A **Charter Service** provides bus and vehicle rentals for the entire Columbia community, and **Black Car Services** oversees limousine and black car services for over 100 administrators, departments and schools.

Managers are responsible for the timely and accurate processing of printed materials (stationery, offset and copy) and the proper acquisition, disposal and maintenance of copiers for the entire CU community. **Student Mail Center** provides **Package Shipping Services**, which offers competitive rates for shipping via UPS and Federal Express in a convenient location in Lerner Hall. In addition, the Center manages **Undergraduate Student Mailboxes**.

Central Mail Services provides the daily pickup and distribution of all Columbia University addressed mail for departments and schools, as well as all cross campus mail for Morningside, Medical Center and various satellite locations. **Outgoing Mail Processing** provides meter mail service for outgoing mail via USPS. Vehicle fleet includes 3 vans, 2 cars, and 1 Cushman cart.

Managers are responsible for ensuring that all hardware and software is secure and operational as well as implementing upgrades and projects so that Campus Services meets the needs of students, faculty and staff while in concert with Central IT protocols.

Planning Events at the University

Schools and departments typically have access to their own conference rooms or local space for team or department events. For initiatives that require larger space and/or catering, managers may work with the appropriate Events Management Department for their specific campus location.

University Event Management (UEM) is a resource for students, faculty, and staff to help schedule, cater, and support meetings, events, and activities on the Morningside Campus. The UEM staff also creates event management policy and conducts workshops on the University Alcohol procedures.

- Faculty House is a campus landmark that recently went through a historic gut renovation, and received Leadership in Energy and Environmental Design (LEED) Gold Certification. Faculty House welcomes seminars, meetings, events and banquets. Leadership in Energy and Environmental Design (LEED) Gold Certification. Faculty House includes:
    - A fine dining room serving buffet lunch
    - A Cocktail lounge with full bar service
    - Office space for both University Seminars & the Electronic Publishing Initiative at Columbia (EPIC)
    - Conference and catering space for up to 350 guests
- Event Management supports the event planning needs of the Columbia community, including student groups and internal clients, as well as external conference clients. The Event Management team manages space reservation requests for Lerner Hall, the Student Center; Residence Hall lounges; Low Library; and outdoor space. The venue managers work closely with the Catering team to ensure that every event is a success. The Event Management team also provides Audio Visual services for events in Lerner Hall & Faculty House and coordinates all on-campus filming.

Morningside Campus

Meeting space options include Lerner Hall, Faculty House, as well as outdoor Space on Morningside Campus. Managers can leverage UEM to support all event planning needs. UEM will help managers reserve space in Lerner Hall, Low Library and Faculty House and will also support meetings with catering, organizing ancillary functions (Facilities and Public Safety) and Audio Visual requirements. For general catering needs on Morningside Campus contact **Columbia University Catering** which provides formal dinners to afternoon snacks for on-campus events.

CUMC

To reserve meeting rooms visit **CUMC IT's Classroom Technology Support** website. Room and technology equipment reservations must be made via a software application called "Resource 25 WebViewer." You must attend a one hour training session in order to gain access to this system. Most meeting rooms at CUMC are in the Armand Hammer Sciences Building, however, scheduling for students is priority and not all rooms permit catered events. To rent equipment such as tables, chairs, coat racks, and easels, contact **CUMC Facilities Management**. For catering requests at CUMC contact the **Faculty Club**.

University Compliance

As part of the General Counsel's Office (GCO), the Office of University Compliance coordinates compliance efforts across the University and provides information and links to resources for the many compliance expectations and regulations. The University Compliance website is a consolidated source of compliance information and policies.

Managers in particular are expected to know compliance issues that impact their area. It is important that managers take the lead in:

- Setting the tone at the top by -
  - Reinforcing the message that Columbia is committed to operating with integrity in full compliance with all applicable laws, regulations, and policies
  - Communicating that compliance is everyone's job
  - Creating an environment in which employees feels comfortable reporting misconduct
- Ensuring that their teams are familiar with and abide by -
  - Administrative Code of Conduct and Statement of Ethical Conduct
  - All relevant federal, state, and local laws or regulations, and University policies
- Encouraging their teams to -
  - Participate in compliance & ethics training
  - Report any compliance concerns to their supervisor, HR, or the Compliance Hotline

Seek compliance guidance from their supervisor, HR, Compliance Contacts and/or the Office of the General Counseling Issues, Concerns or Questions

- Compliance Hotline: Hotline that serves as a confidential channel for employees to report or seek guidance on possible compliance issues. Sample situations may include fraud and financial improprieties, research misconduct, discrimination or harassment, conflict of interest, breaches of confidentiality or inappropriate use of University resources. Concerns may be reported anonymously and without any fear of retaliation.
- **Billing Compliance:** Hotline for those who would like to report any physician billing concerns or behavior that is not in accordance with the University's expectation that all physicians, non-physician practioners and staff members act ethically and legally and document and bill for professional services in accordance with applicable laws and regulations.
- **Environmental Health & Safety (EH&S):** Provides administration, training and information to ensure compliance with University policies and applicable federal, state and local regulations regarding biological, chemical, environmental, laboratory, occupational and radiation safety.

General University Policies

The Administrative Policy library hosts links to the various University policies and procedures. The following are general University Policies managers should familiarize themselves with:

- Administrative Code of Conduct
- Statement of Ethical Conduct
- Administrative Policy Library
- Columbia University Athletics – Office of Compliance
- Conflict of Interest Policy re: Education and Clinical Care for Physicians and Surgeons Faculty
- Essential Policies for the Columbia Community
- Faculty Handbook
- Human Resources Policy Manual
- Information Technology Policies
- Office of the Provost
- Select Research Policies
- Sponsored Projects Handbook

Managers should also make sure staff members are familiar with day-to-day operational policies for their area such:

- Computing and Technology
    - Acceptable Use of IT Resources (Networking and Computing) Policy
    - Desktop and Laptop Security Policy
    - Email Usage and Retention Policy
    - System Access and Privacy Policy
- Equal Opportunity and Affirmative Action
    - Equal Opportunity and Nondiscrimination Policies and Procedures
    - Equal Opportunity & Affirmative Action
    - Romantic Relationship Advisory Statement

University Finance

Columbia University (CU) Finance Division supports overall University as well as school and department financial activities and transactions. In addition to managing University endowment funds, the various finance departments provide managers training, support and resources in performing fiduciary responsibilities such as accounting, budgeting, expenses, procurement, risk management and financial compliance and internal controls.

Finance Department areas include:

Finance Department	**Overall Responsibilities**
EVP	The Executive Vice President for Finance (EVP) Oversees the other finance departments listed below.
Controller	Consists of several units that provide core accounting, financial reporting and oversight services. These units include: • Financial Reporting and Operations: Prepares the University's financial, benefits plan and other financial statements. Manage system access for Departmental Authorization Function (DAF), Financial Front End (FFE and FinSys) and AP/Car. • University Apartment Housing Accounting: As part of the Columbia University Facilities Department this office processes University housing applications and rent payments. • Endowment Administration: Assists the University in meeting ongoing legal and institutional responsibilities with respect for the proper management, administration, and compliance of endowment funds. • Tax: • Unclaimed Property: This office holds and reports intangible (abandoned) property such as payroll checks, travel and expense reimbursement, vendor payments, patient credit balances and refund checks, retirement checks, etc. • Payroll: Works closely with Human Resources to perform operational and accounting functions for all payroll activity at the University. • Sponsored Projects Finance: • Research Policy & Indirect Cost: This group includes three sections: Effort Reporting, Indirect Cost, and Equipment Inventory. o Effort Reporting – the Sponsored Project Finance department responsible for coordinating compliance with Federal regulations, including the annual certification of salary and reviewing requests for retroactive salary cost transfers. o Indirect Cost – responsible for the development and negotiation of the University's F&A and Fringe Benefit rates.

	◦ Equipment Inventory –oversee property management functions. • • Finance Technology: Works with the Controller's Office and CUIT to manage the University's financial systems.
Treasurer	Consists of several units that protect and enhance the financial resources of the University. These units include: • Cash Management and Operations: Manages the University's bank accounts, processed gift and grant checks. • Risk Management: Performs enterprise wide risk assessments and services. • Capital Planning: Develops debt strategy to help finance construction and maintenance of capital projects.
Management & Budget	Assists the University in forecasting and planning for the future allocation of resources, formulation of operation and capital plans, and monitoring performance against plans.
Procurement (Purchasing & Accounts Payable)	Consists of units that mange the University's payment process. These units include: • Purchasing Office: Provides policies, tools, training and resources for purchasing goods and services for the University. • Accounts Payable: Manages and ensures all disbursements for the University meet University policy and government regulations.
Internal Audit	Assesses the effectiveness of internal controls and business processes that safeguard University financial, operational, compliance, strategic and reputation risks.
Investments	The Columbia Investment Management Company (IMC) is a wholly-owned subsidiary of the University that manages the bulk of University endowments.

Finance Compliance Information and Training

To make sure you and your staff have access to the necessary financial systems and are complying with the most current finance regulations visit the Finance Department website, also known as the **Finance Gateway**. The Finance Training section on the Finance Gateway website provides information about live training classes, online classes, manuals and resources.

Key financial compliance training offerings include:

- *Endowment Administration and Compliance Training:* This training will ensure that those who have endowment responsibilities fully understand the Endowment Administration and Compliance policy, business process, and their responsibilities. Additionally, we will share tools and resources that are available to assist administrators to meet their responsibilities. This training is mandatory in order to obtain access to the Endowment Term Sheets that are accessible via the website and provide key information on endowment funds.
- *The Procurement Process at Columbia:* This training will provide an overview of the University and governmental policies, compliance issues, and procedures that govern the purchase of supplies, capital equipment, and consultant services as well as payment options, and various other accounts payable concerns.
- *Travel and Business Expense Reimbursements:* This training covers the University travel and business expense policy and processing basics as well as the gifts and entertainment policy including related compliance issues associated with sponsored projects, IRS regulations, and best practices.
- *How to Hire a Service Provider:* This training will explain the contractual concerns, insurance requirements, supporting documentation, and other compliance issues to be considered when hiring a consultant or any other type of service provider.
- *CU Financial Accounting Overview:* This training focuses on how the University's Financial Accounting System is organized; types of available funding and their restrictions; the relationship between the subsidiary and general ledgers; expenditure and fund transfers; basic types of reporting available and crucial compliance issues.
- *Internal Controls at Columbia:* This seminar will review the University’s overall internal control framework. In addition, the instructor will address risks and controls in the University environment as it relates to financial activities, operational activities, compliance with applicable laws, rules and regulations, and information technology.
- *Human Subjects Research Petty Cash Certification:* This online e-class is required for all new petty cash fund custodians who will handle human subject research participation payments. It is also highly recommended for processors & approvers who work with human subject payments.
- *Credit Card Acceptance Certification:* This online e-class is required for all employees who are working with credit cards, including any IT employees who are involved with credit card processing.

Research Compliance and Training

The Office of Research Compliance and Training (ORTC) helps ensure faculty and staff are in compliance with the regulatory requirements for research. The ORCT collaborates with other University offices to prevent and addresses issues of research misconduct. The ORCT provides research compliance training program both in-person and on-line.

The ORTC website hosts the Research Compliance Training Finder which is an interactive tool that identifies which research compliance trainings an individual may be required to take. This tool in particular creates a personalized training chart of required and recommended trainings, complete with links to the trainings and the responsible offices. Training recommendations may include courses under the Institutional Review Board (IRB), Institutional Animal Care and Use Committee (IACUC), Environmental Health & Safety (EH&S) and the Clinical Trials Office (CTO.)

To help ensure University compliance, managers may need to be familiar with:

- *Responsible Conduct of Research Training:* Several federal funding agencies, such as the National Institutes of Health (NIH) and the National Science Foundation (NSF), require certain individuals participating in projects funded by those agencies to receive training in the Responsible Conduct of Research (RCR).

- *Effort Reporting:* The Columbia Effort Reporting Policy includes enhanced training requirements for both administrators and faculty involved in sponsored research.

- *Columbia University Certification in Administration of Sponsored Projects:* The Columbia University Certification in Administration of Sponsored Projects is a certificate program for Columbia administrative staff involved in sponsored projects.

- *Financial Conflicts of Interest and Research:* An on-line course available in Rascal introduces researchers to basic principles of Financial Conflicts of Interest and reviews Columbia's Policy on Financial Conflicts of Interest and Research.

- *Columbia's "Code of Conduct" and Contractor Business Ethics (TC0095):* This Rascal course introduces Columbia's Code of Conduct and satisfies the federal requirement for training in ethical business practices.

- *CU Human Research Protection Program:* Before a protocol will be approved by a CU IRB, the PI must review the Human Subjects Protection Training course and receive a passing score of 80 or greater on the relevant exams. Research personnel other than the PI who have contact with subjects, contact with confidential study data, or are otherwise engaged in the research (i.e., key personnel) must also complete training in the protection of human subjects prior to participation in the research.

- *HIPAA Privacy Training:* Key personnel who will be conducting research involving Protected Health Information (PHI) must also complete the online HIPAA (Health Insurance Portability and Accountability Act) training course prior to participation in the research. All CUMC employees must complete mandatory HIPAA Privacy and Information Security Program Requirements training. HIPAA training is offered as part of the CUMC New Employee Welcome Program. Some employees may required to complete additional training.

- *FDA Sponsor-Investigator Training:* The Sponsor-Investigator Training Program for faculty members who are Sponsor-Investigators in clinical studies was started in the last quarter to outline the FDA requirements for holding an IND or IDE. Any new IND or IDE holders will be required to complete the Training Program. The training and assessment are available in the Rascal Training Center: TC0096 – FDA Requirements of Sponsor-Investigator Studies.

- *Animal Compliance Training:* The IACUC also determines what training researchers must undergo before research involving animals can begin. There are separate committees for the Morningside and CUMC campuses, with one central administrative office. Animal protocols are prepared and administered online. All personnel listed on a protocol must complete an occupational health status review, species-specific training, and a certification course on compliance with regulations and the basic principles underlying the humane care and use of laboratory animals.

- *EH&S Trainings:* The Office of Environmental Health and Safety provides safety training for working in laboratories or with chemicals.

- *Billing Compliance Training:* Annual Billing Compliance Training is an essential obligation under our Compliance Plan. This on-line training is one of 3 modules the Office for Billing Compliance has developed for the CU community to choose from: live sessions, audio CD or on-line training. Every physician, non-physician practitioner or staff member who is involved in the generation or submission of medical claims, as well as in any aspects of revenue management, needs to be trained.

- *Billing Compliance New Hire Training:* All new CUMC employees (Faculty / Billing Staff) are required to attend a “live” new hire training within 30 days of hire.

- *Doing the Right Thing:* Maintaining a positive work environment, and promoting a workplace free from discrimination and harassment, supports the academic and research mission of the University by ensuring all members of our community can contribute to their fullest potential. This online training program was developed collaboratively by colleagues across the University in accord with Columbia's Equal Employment Opportunity and Nondiscrimination Policies and Procedures on Discrimination, Discriminatory Harassment and Sexual Harassment.

- *Skills@Columbia:* These courses are offered through SkillSoft, our external vendor partner, and are available to you anytime, anywhere. More than 1,000 online courses are available at your fingertips. There is no need to register, just log in, search and take a class free of charge. To help you find courses that interest you, we are also pleased to announce our new Columbia University Catalog of online courses in which we have selected the 50 best courses SkillSoft offers. This includes a “General Compliance & Ethics” folder with related courseware.

- *Orientation* - Welcome Programs: As soon as possible after your first day of work, attend an orientation to learn more about the University and the benefits in which you can enroll. Be sure to bring your benefits enrollment kit, if you are eligible for benefits.

HIPAA Compliance

The Health Insurance Portability and Accountability Act of 1996 ("HIPAA") provides comprehensive guidance for patients including their privacy rights concerning the use or disclosure of their medical information.

Managers are responsible for assuring compliance with privacy and information security requirements, including staff training in addition to Policy & Procedure compliance.

To prevent avoid potential fines and penalties for non-compliance managers must:

- Understand HIPAA Compliance training, audit, investigations and patient complaint procedures
- Attend HIPAA Privacy and Information Security training
- Review HIPAA policies & procedures (HIPAA Website)
- Enforce HIPAA compliance practices within the department
- Report allegations of privacy / information security breaches in addition to the loss or theft of electronic devices

Key resources for HIPAA training and information include:

- HIPAA Compliance website
- Information Security website
- Research / RASCAL
- Privacy Officer Office of HIPAA Compliance

Joint Commission

The Joint Commission is an accrediting agency that seeks to continuously improve health care for the public by evaluating health care organizations and inspiring them to excel in providing safe and effective patient care of the highest quality and value. An independent, not-for-profit organization, The Joint Commission is the nation's oldest and largest standards-setting and accrediting body in health care. To earn and maintain The Joint Commission's Gold Seal of Approval™, an organization must undergo an on-site survey by a Joint Commission survey team at least every three years. Since CUMC partners with New York Presbyterian Hospital to deliver quality healthcare, certain employees have the expectation to follow Joint Commission guidelines.

All employees (Officers of Administration, Union/Non Union Support Staff, including those Casuals and Visitors) of the Medical Center, providing "services" at New York Presbyterian Hospital (NYP) must be compliant with the Joint Commission mandates. The Joint Commission mandates are applicable to all employees and Columbia University students who have direct contact in NYP through the delivery of treatment, the conduct of evaluations, the enrollment of patients in studies, or the collection of data or specimens.

Managers are responsible for ensuring all Joint Commission staff comply with all applicable requirements. New hires and existing employees must satisfy all outlined requirements as it is an annual process. Since we partner with NYP Hospital to deliver quality health care, we expect CUMC to abide by Joint Commission regulations.

Requirements for New Employees who fall under the Joint Commission guidelines:

- Candidate/Prospective Employee's Resume
- CU Employment Application
- Job Description
- Background Check
- New Hire Hospital Training and Fire Safety Training
- Pre-Employment Physical/Medical Surveillance (through Workforce Health & Safety)
- Drug Screening- All staff including 1199/SSA, casuals, and visitors who fall under Joint Commission (Officers/Non Union Support Staff will receive a drug screening under the medical surveillance protocol)
- License Verification (if applicable)
- Departmental Orientation, Clinical Research Practice Orientation, Annual Department and Competency Checklist

Annual Process for Existing Employees:

- All employees must be scheduled for their Annual Health Assessment within 12 months from their last Health Assessment to be compliant with Joint Commission regulations.
- All applicable licenses must be verified before the expiration date. Must use primary source verification and a copy of the verification must be placed in employee file.
- Department Checklist and Competency form to be must be completed on an annual basis.
- Annual Performance Review needed for all Officers.
- Employees must complete the Annual Hospital Training and Fire Safety Training. Website is open to CUMC usually at end of year; Oct to Dec. Training must be complete by year end to be compliant.
- Influenza Vaccination (flu shot)- will be required for all employees who fall under the Joint Commission guideline. Employees have the option to sign a declination form.

For more information about Joint Commission contact CUMC HR.

Managing Team and Department Budgets

Managers may be in a position to make decisions every day that affect the budget. In order to make effective decisions and coordinate the decisions and actions of the various departments, the University needs to have a plan for its operations. A budget is a written financial plan for a specific period of time. Each area of the University typically has a separate budget. For example, supplies budget, training budget etc. New and ongoing projects would each have a detailed budget. Each budget would then be compiled into a master budget for the operations of the entire school or department and ultimately the University as a whole.

A budget serves four main purposes—communication, planning, control, and evaluation.

COMMUNICATION
In the budgeting process, managers in every department justify the resources they need to achieve their goals. They explain to their leadership teams the scope and volume of their activities as well as how their tasks will be performed. The communication between leadership teams and managers helps affirm their mutual commitment to the University Mission.

PLANNING
A budget is ultimately the plan for the operations of the University for a period of time. Many decisions are involved, and many questions must be answered. Old plans and processes are questioned as well as new plans and processes. Managers decide the most effective ways to perform each task. They ask whether a particular activity should still be performed and, if so, how. Managers ask what resources are available and what additional resources will be needed.

CONTROL
Once a budget is finalized, it is the plan for the operations of the university. Budgets and actual revenues and expenditures are monitored constantly for variations and to determine whether the university is on target. If performance does not meet the budget, action can be taken immediately to adjust activities. Without constant monitoring, the University runs the risk of cutting budget.

EVALUATION
One way to evaluate a department is to compare the budget with actual expenditures. Did the department achieve goals within the constraints of the budget? Whether a department achieves targeted goals is an important part of managerial responsibility.

CU Budgets

Some schools and departments have additional components and timing for the budgeting processes. For example CUMC uses the **AIM-HI (Align Interests, Maximize Healthy Incentives) Financial Models.** The AIM HI model shares costs and revenues between departments and the Dean's Office to "align interests and maximize healthy incentives". This system builds upon the true cost model to encourage revenue enhancements and cost management, while providing the central funds for investments in school wide programs and initiatives.

Visit the CUMC website for more information about AIM-HI.

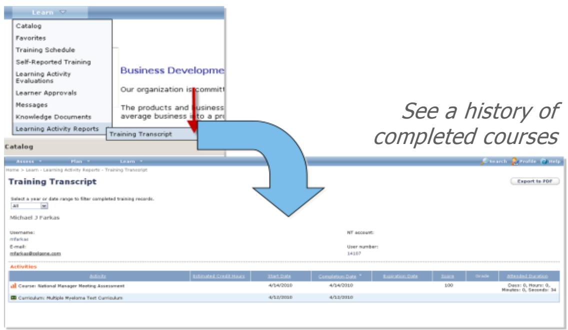
Key Learning Points

- ✓ Managers are responsible for tracking staff time, attendance, work performance, and ongoing resource needs.
- ✓ Managers must provide training and development to enable staff member's success in their current job role.
- ✓ Manage should monitor budget allocations to ensure overall funds for technology and resource needs.

SumTotal™ LMS from CLS

5. Accessing Your Training Transcript

1. From the *Learn* menu, highlight **Learning Activity Reports**, and then click **Training Transcript**.

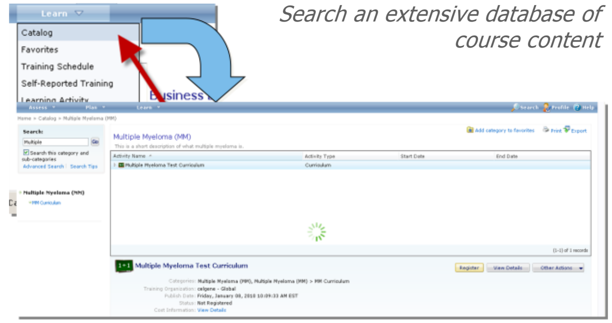


See a history of completed courses

6. Searching the Catalog

1. From the *Learn* menu, click **Catalog** to access the Catalog page:

- On the *Catalog* page, enter your search criteria in the *Search* box.
- SumTotal™ searches for the exact, whole-word matches (not case sensitive).
- Separate search words using a space. Filters will search results to include all records that contain all search words.
- The asterisk (*) is a wildcard character and can be used as a substitute for any character (i.e. typing "Train*" in the *Search* field will yield *training, trained,* and *trains*, in the *Results* screen).



Search an extensive database of course content

Frequently Used Terms

Training Analysis – Only a course that has been assigned by management and/or assigned as part of a job function will be visible in this section. To launch a course, assessment or curriculum, select **Assess → Training Analysis**

Catalog – You may conduct a search in the catalog (where all courses and curriculums reside) and launch them from the catalog. – see Section 6, "Searching the Catalog."

Training Schedule – A course/curriculum that has had some interaction with the learner, such as registering for a course, a course that is "In progress," and/or has been completed may be started/re-started from the Training Schedule area. To see your schedule, select **Learn → Training Schedule.** Use the "View" menu to fine tune your search.

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Celgene

Clinical Learning Services (CLS) introduces The SumTotal™ Learning Management System (LMS)

SumTotal

1. **How to Access**
2. **Launching eLearning Courses**
3. **Registering for a Training Class**
4. **Launching a Training Curriculum**
5. **Accessing Your Training Transcript**
6. **Searching the Catalog**

SumTotal™ LMS from CLS

Easily accessed from the Celgene home page

1. How to Access

1. Scroll down the left hand side of the Celgene intranet homepage and click on **Medical Operations**.

2. Next please click on the **Training** link found within the Helix.

3. Once on the Training Page, click the **SumTotal** link to access the <u>L</u>earning <u>M</u>anagement <u>S</u>ystem.

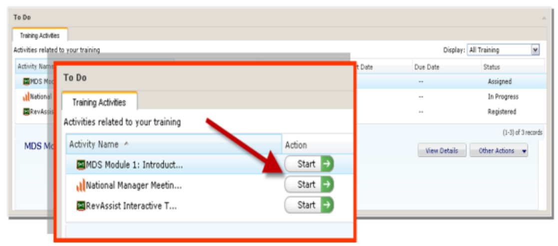
4. You will automatically be logged into the system, no <u>username/password</u> required. In the event that you are prompted for a username and password, please email: ClinicalLearningServices@celgene.com

2. Launching eLearning Courses

1. You can launch a course from the **Learn Menu → Catalog** screen.

NOTE: Perform an open ended search and sift through results or enter the exact title of the course you are looking for.

2. Once you find the course you want to take, click the **Start** button Start to launch the content.



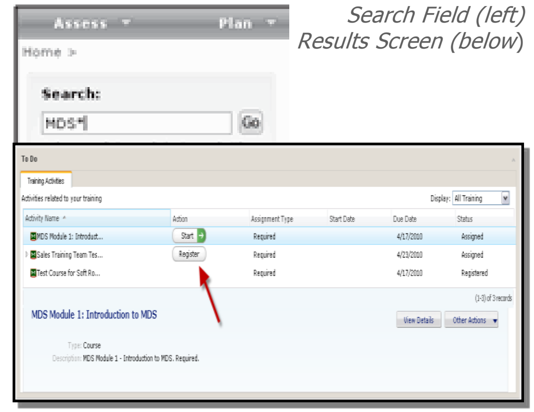
Start courses as soon as they are located

3. Registering for a Training Course or Class

1. On the *Home* screen, click inside the Search field and type the name of a specific course or curriculum.

NOTE: If a course has already been assigned to you, you can locate it in the *To Do* list on the *Home* page.

2. Once a search has completed or you find it locate it in your *To Do* list, highlight the session and click the **Register** Register button.

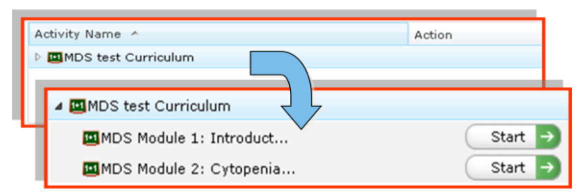


Search Field (left)
Results Screen (below)

4. Launching a Curriculum

NOTE: When launching from a curriculum, no *Start* button will be visible if the curriculum is collapsed.

2. To expand a curriculum, click the **triangle** in front of the *Curriculum name* and courses within the curriculum will appear with a *Start* button to the right of the course name.



Expand a curriculum and access multiple courses

Personalized display of profile picture, DPT and WPA

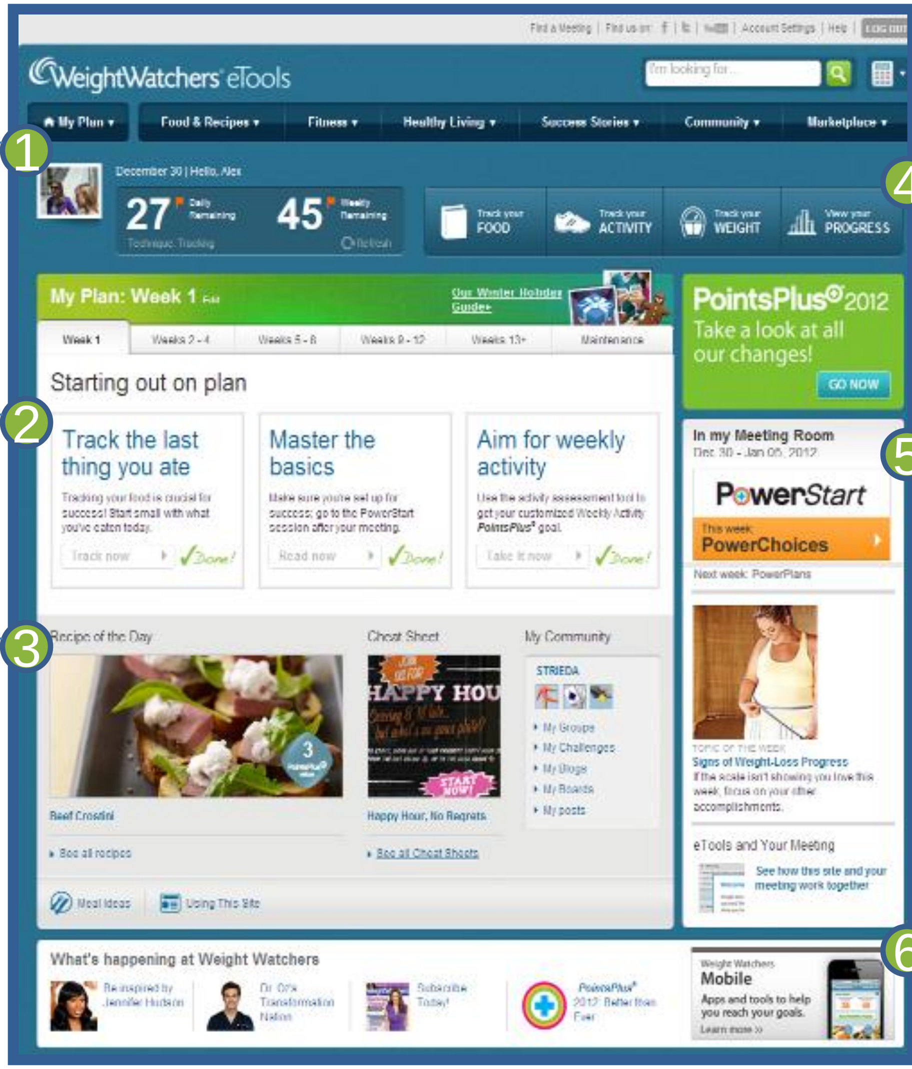
1

Receive three tasks each week based on tenure in the plan (members can check off their progress)

2

Play with interactive cheat sheets, get essential info, and try our great recipes

3



4

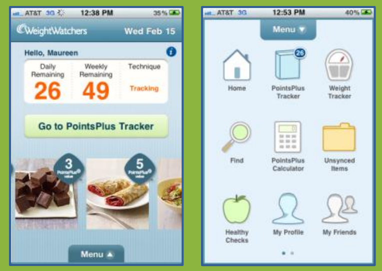
Easy access to the Food, Activity, and Weight Tracking Tools

5

Find out how *PowerStart* works and get more info on the Topic of the Week

6

Track on the go with Mobile



Notes

WeightWatchers

1 The *PointsPlus* Tracker within the Plan Manager is the key tool for keeping your members on track.

2 These are Food Tracker and Activity Tracker tabs. Members can track their daily food, activity, and Good Health Guidelines.

3 With Settings, Members can adjust DPT, WPA, or the Simply Filling Technique.

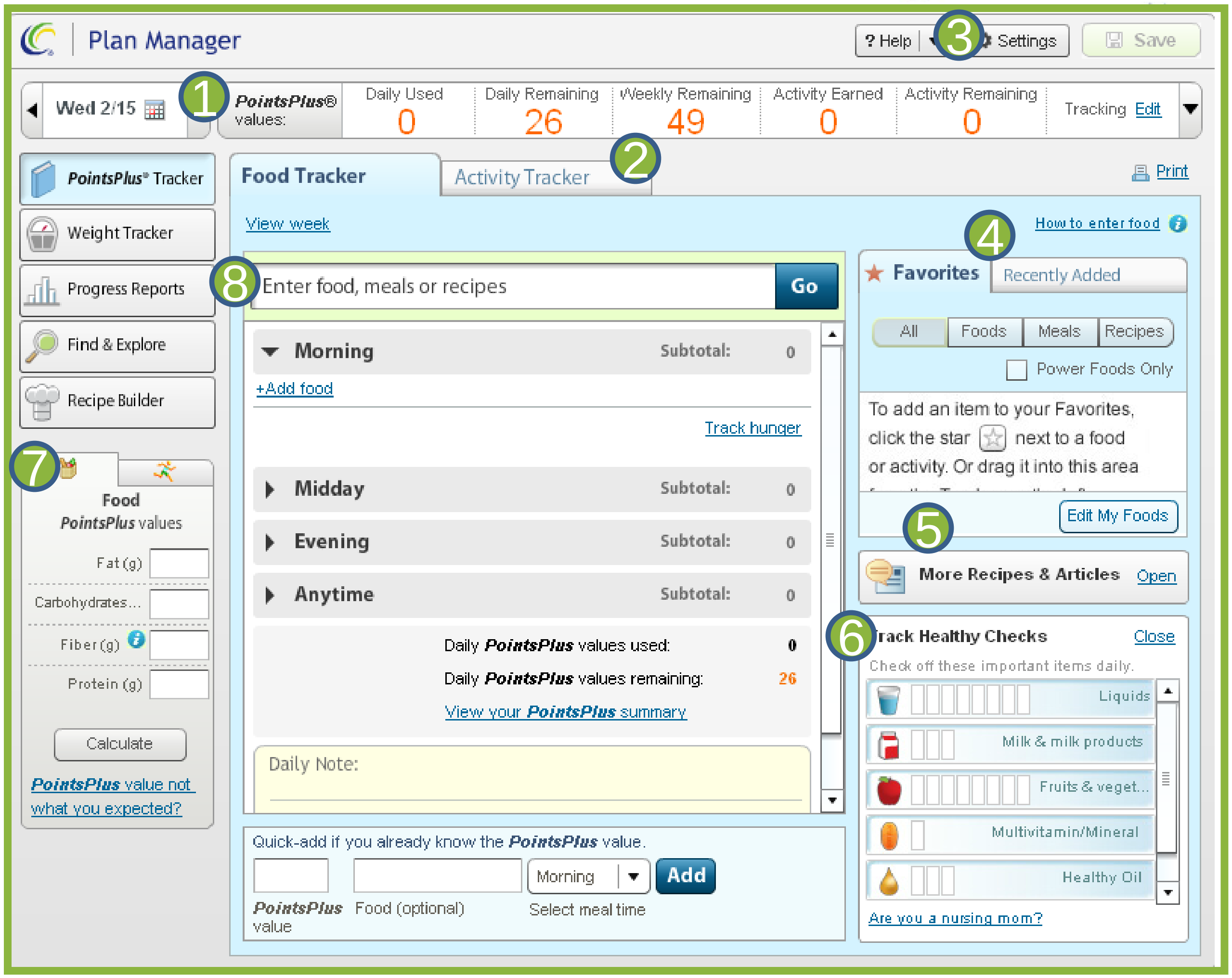
4 Favorites and Recently Added Tabs. To make the experience faster - use the drag-and-drop feature to move Favorites and Recently Added foods into the Tracker.

5 Recipes, Articles, and Topic of the Week

6 Good Health Guidelines/ Healthy Checks

7 *PointsPlus* Food and Activity Calculator

8 Users can search for over 30,000 foods and activities in the database



Notes