THE LANDMARK TASK FORCE CHARGE FROM DEAN WILLIAMS:

- Collect faculty and staff input on Landmark issues
- Identify priority areas to be addressed
- Develop recommendations for solutions for priority concerns
- Present findings to the Academic Council in the fall
WE CREATED A TASK FORCE WITH 26 MEMBERS, 3 SUBCOMMITTEES

Transportation Subcommittee

Members: Francine Laden (EH/EPI; co-chair), Alex Machaiek (Operations; co-chair), Walter Willett (Nutrition), Flaminia Catteruccia (Immunology/ID), Ellen Furxhi (Research Admin), Maggie McConnell (Global Health)

Space/Environment/Communications Subcommittee

Members: Steve Gortmaker (co-chair; Social and Behavioral Sciences), Cori Chisholm (co-chair; Environmental Health), Louise Bishop (Nutrition), Alex Machaiek (Operations), Mike Koufos (Operations), Edward Martinez (Molecular Metabolism); Cindi Melanson (Health Policy and Management); Elizabeth Solinga (Biostatistics), George Seage (Epidemiology), Katrina Soriano (Molecular Metabolism, Nutrition), Pamela Waterman (Social and Behavioral Sciences)

Finance/Tech Subcommittee

Members: Sherley Brice (Biostatistics), Ryan Greene (Immunology and Infectious Diseases), Mary Odle (Health Policy and Management), Meghan O’Donnell (Nutrition), George Seage (Epidemiology), Laura Severse (co-chair; Epidemiology), Anna Doar Sinaiko (Health Policy and Management), Glenn Stern (co-chair; Environmental Health), JP Onnela (Biostatistics)

Recording: Manny Lim (Office of Diversity and Inclusion)
We believe the Landmark work environment can be improved, and that a first step in this process is to receive broadly based input from the Harvard Chan community.

Each of our subcommittees worked to

1) Prioritize a list of issues;
2) Identify solutions;
3) Where possible estimate costs for these solutions.

We identified 13 major issues; others are described in the detailed report.
1) LANDMARK SHUTTLE REVISIONS NEEDED

- Shuttle was established in January 2006 to assist with travel between main School of Public Health campus (SPH) and Landmark/401 Park Drive (LM). Trip from LM to SPH typically takes about 10 minutes. A stop at Smith Street was added later.

- When staff were moved to LM a year and a half ago, there was a request to add a shuttle stop at Ruggles. While this benefits commuters who need to get from Ruggles to LM, it lengthened the overall trip from SPH to LM, to about 35-40 minutes.

- **SUGGESTION AND SOLUTION:** Francine Laden and Alex Machaike worked on a revised shuttle schedule, with stops at Ruggles during peak morning and afternoon hours only.

- Effective January 1st 2020, the Landmark Shuttle has an updated schedule that includes service to the Ruggles Station only during rush hour periods.

- **SUGGESTION:** Assess how the revised schedule is working.
2) NEED FOR IMPROVED COMMUNICATIONS AT LANDMARK

SUGGESTIONS:

- Update Harvard Chan School/Landmark Website (completed this week!)
- Initiate a weekly “heads up” that is both emailed and can be reached via the HSPH website
- Update electronic bulletin boards at regular intervals
3) LACK OF SPACE FOR PRIVATE CONVERSATIONS

- Financial managers process much confidential data (e.g. salaries), and when such information is discussed, there is the need for space for private conversations.
- Currently most are in open spaces
- **SUGGESTION**: Make some shared offices available at Landmark
4) MAKE AVAILABLE SWING-SPACE AT KRESGE AND BUILDINGS 1, 2 TO LANDMARK STAFF

- Financial staff with offices at Landmark can then meet PI’s and project managers while having have access to financials
- Another alternative: provide all financial staff with laptops
- This will improve communications and relationships
5) UPGRADE POOR IT IN COMMON AREAS AT LANDMARK

- Important meetings spaces at Landmark have out of date and poorly functioning equipment (see photo of Windows 7 10/28/2019). This harms our productivity.
- This is frankly embarrassing.
- Options? Nearby, see picture of a Harvard Catalyst conference room.
- We need assessment of spaces and upgrades.
6) UPDATE EMERGENCY EGRESS PROCEDURES AT LANDMARK

- Subcommittee members noted confusing information and practices.
- Unclear if fire marshalls are needed
- Alarms and loudspeaker announcements are not clear about whether or not floor must exit
- Website materials need updating
- Need a clearly communicated plan

[Link to Landmark Center information sheet: https://www.ehs.harvard.edu/sites/ehs.harvard.edu/files/Landmark_Center.pdf]
7) PROBLEMS WITH BUILDING ACCESS FOR THOSE ATTENDING CLASSES, SEMINARS, MEETINGS

- Per our lease, anyone with a Harvard ID should be able to get into the building and onto elevators
- These limitations on access mean important limitations for holding seminars
- We do not see any simple solutions at this point.
8) UNCLEANED REFRIGERATORS ON 3RD AND 4TH FLOORS

- There are five or so refrigerators on the third floor, and multiple refrigerators on the 4th floor, but no one is responsible for cleaning: possible biohazards.

- **SUGGESTION:** Assess number of refrigerators in common spaces

- Hire a crew to clean them regularly – e.g. once a month. Alert staff beforehand that all will be removed.

- **Cost:** while we do not have an actual estimate for this work, we estimated that this could be added to work of the current cleaning staff at perhaps $200 per month
9) NEED FOR IMPROVED COMPLIANCE AND EFFICIENCY

- Increases in compliance and efficiency were the reasons given by senior leadership for the move of Finance staff to Landmark.

- Large-scale change is complicated and will take substantial time. Ultimately, we need new modern systems. For example, we are the only School using Wasabi. However, right now changes can be made to improve efficiency.

  **SUGGESTION:** ADD PEOPLESOF SOFTWARE: add the additional component to the Peoplesoft HR module (the module that can be used to quickly make where no grants managers may have to spend have a day doing journaling).

  **COST:** Need estimate.

  **SUGGESTION:** Require proof of proficiency on current software. Train people on systems like QLIKVIEW.
10) NEED FOR IMPROVED SYSTEMS AND WORK PROCESSES

- There is a glaring need for review of both financial systems and work processes. Finance staff are required to learn and use multiple systems – more than 20 – that are outdated and often don’t speak to each other.
- Typically, this involves manual entry into multiple spreadsheets placing SPH at constant risk of human error and noncompliance.
- Finance staff, and the departments, would benefit from a single system or portal (e.g., PeopleSoft) that links systems and automates tasks (e.g., data changes). The high cost of implementing such a system should be weighed against other costs related to human error, financial penalties, noncompliance, redundancy of effort, and staff turnover.
- **SUGGESTION:** While reviewing software, also review processes and consider efficiency and standardization. Combine onboarding staff and academic processes.
11) GRANTS MANAGERS AND FINANCIAL STAFF NEED MORE FLEXIBILITY IN THEIR WORKING SPACE

- **SUGGESTION:** Grant managers (GM) are offered swing space in Buildings 1, 2, 3 in their departments, along with desktops so they can meet there with PI’s and staff to review grants and financials; at Landmark private meeting space needs to be made available.

- **SUGGESTION:** Financial managers should be given the option of having laptops to use when visiting PIs.

- Current policy states that GMs may have two monitors OR a laptop; this is not appropriate. GMs may need BOTH two screens AND a laptop to effectively manage PIs. (Note: PI monthly meetings will become mandatory in the next 2-3 months)
12) **NEED CLEAR ORGANIZATIONAL STRUCTURE, LEADERSHIP, AND COMMUNICATIONS AT LANDMARK**

- **SUGGESTION:** Develop clear organizational charts for Landmark. An organizational chart is needed to clarify leadership relationships, parties responsible for each component. What does each person (including senior leadership) do and who do they report to?

- **SUGGESTION:** Bring financial teams together regularly; this will include meetings of full finance staff with top management. This will provide the opportunity for Central administration to provide updates, guidance, communication about new guidelines. As it is now, some teams have indicated they don’t feel like they’re part of anything. Full financial staff meetings would be helpful so all are on the same page, and can help to create greater cohesion among staff.
13) NEED IMPROVED PROFESSIONAL DEVELOPMENT OPPORTUNITIES

- There has been high turnover among finance staff in a number of Departments. When new staff are hired, onboarding can take a long time because of the number of systems.

- Recruitment and retention of top-quality candidates is a significant concern. Need to hire more staff to help alleviate an increasing workload, and then pay competitively. Staff use SPH as a training ground, then take those skills to better-paying positions elsewhere (often within Harvard). The School needs to invest in professional development of Grant Managers: trainings, conferences, etc.

- SUGGESTION: Improve professional development opportunities. We need clear signals that the School is investing in professional development of Grant Managers, including competitive pay, retention increases, and a clear career path (e.g. Grade 57). Managers should be allowed to go to one 1-2 day on- or off-site meeting per year to develop professional skills. Example of off-site conference: NCURA meetings

- SUGGESTION: Hold regular grant manager forums at Landmark with faculty talks so managers can see the bigger picture of their work.
THANK YOU FOR LISTENING TO OUR REPORT

LET’S MAKE THIS A BETTER PLACE TO WORK!!