FAS Administrators’ Town Hall

November 21, 2019
Science Center, Lecture Hall D
Agenda

Welcome, Introductions
Leslie Kirwan

One Harvard, One Link
Professor Dustin Tingley

Financial Updates
Leslie Kirwan, Jay Herlihy

Annual Policy Review
Andrea Sexton, Karen Kittredge

FY20/21 Administrative Landscape
Mary Ann Bradley

HR:
• Administrators’ Atlas
• PFMLA

Closing / Q & A Session
Leslie Kirwan
Welcome & Introductions

Leslie Kirwan
Dean for Administration and Finance
GOALS FOR LINK

Search Efficiency
Link aggregates and structures data to help you find what you are looking for within Harvard.

Community Building
Link uses personalized suggestions to help you build stronger connections to the Harvard community.

link.harvard.edu
AUDIENCES, USE CASES & DATA TYPES

Staff

- Search events to find new colleagues doing work related to yours
- Explore events to recommend to students and colleagues
- Identify a topic-specific expert to invite as a guest speaker
- Find colleagues from another School to collaborate with
- Find other units to co-sponsor and market events
- Explore what groups are doing work around a specific field

Faculty

- Explore classes your students take before, during, and after your class
- Get inspiration for syllabus development from related courses
- Help your students and mentees with identifying resources for research
- Find new funding opportunities for your research

News & Events
People
Organizations
Courses
Funding

link.harvard.edu
ACCESS & AUTHENTICATION

#1 Must have an active HarvardKey

#2 Must have an active employment record in PeopleSoft

#3 Primary role must be faculty or staff

- Provides security
- Enables individualized personalization
- Allows for customization based on affiliations (School, role)
**LINKS TO RESOURCES**

**Inputs:**
- Your role as faculty and/or staff
- Your School and unit affiliations

**Outputs:**
- Teaching and learning resources specific to your School
- Links to your Canvas course site
- Important links determined by your School’s leadership

Add more suggested links and define your own favorite links.
SEARCH EFFICIENCY

Use basic keywords or advanced operators

Search within a specific data type

Within each data type, choose from a variety of filters
BREAKING SILOS

1. Filters
   - Harvard people recommended for you
   - Filters encourage users to view suggestions and search results outside of their current circles

2. University-wide Data
   - Data is aggregated from Schools, departments, and centers from across the entire University

3. Suggestions
   - Suggestions balance surfacing relevant content and facilitating exploration of new things
   - Update your website and/or add keywords to improve your recommendations.
Electronic Communications Policy Oversight Committee

Multiple Harvard faculty & staff, including Professor Andrew Ho (GSE)
ADI is directory information with rich metadata. These directories did not previously exist, so the Link team created them.

- Professional websites for all Harvard faculty to compliment OpenScholar and Catalyst sites
- Websites for all Harvard organizations, including departments, centers, initiatives, programs, etc.
- Feed information for Harvard event listings and news outlets from across organizations
- Internal research funding opportunities from across Harvard to compliment worldwide opportunities from library subscription (SPINPlus)

ADI 2.0 - Support the development of infrastructure and processes to maintain and grow both existing and new ADI sources.
Building Link is a collaborative effort that involves support from parties across the entire University.

Users

Users improve recommendations (both their own and others’) by **adding their professional websites and keywords**.

Orgs

Collaborating with organizations helps Link keep its data (websites, events, news, funding) robust, up-to-date, and accurate.

Schools

Leadership from Harvard Schools shape the resources shared on Link, are important voices in promoting Link, and provide valuable product feedback.

Staff

Staff from across the University play a critical role in helping the Link team navigate the complex technical and political landscape within Harvard.
DATA PIPELINE HIGHLIGHTS

**Scale**

- >500,000 lines of (smart) code
- 2 million words in Harvard-based text corpus
- 8 billion rows of data

**Intelligence**

- **Self-writing code** that reconfigures itself
- **Fuzzy logic algorithms** that deduplicate repetitive events from different sources
- Custom **parsing scripts** that standardize unstructured data
- **Term vectorization** and **tf-idf weighting** to extract meaning from text
DATA SUMMARY
As of November 2019. Data will grow through Link’s automated aggregation processes.

- Harvard employees have access to Link:
  - 49,849
- Faculty and staff websites:
  - 10,944
- Harvard organizations:
  - 450
- Harvard syllabi:
  - 11,503

- Harvard news feeds:
  - 167
- News articles:
  - 25,506
- Harvard event feeds:
  - 169
- Events:
  - 6,286
- Internal Harvard research funding sources:
  - 78
- Worldwide research funding opportunities:
  - 5,660
# Future Extensibility

<table>
<thead>
<tr>
<th></th>
<th>New features</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>“Channels” to view content across data types associated with a topic (e.g., Diversity, Inclusion &amp; Belonging)</td>
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<table>
<thead>
<tr>
<th></th>
<th>New data streams</th>
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<tbody>
<tr>
<td>2</td>
<td>Harvard College Central Calendar for events</td>
</tr>
<tr>
<td></td>
<td>Harvard Magazine &amp; The Crimson for news</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>New data types</th>
</tr>
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<tbody>
<tr>
<td>3</td>
<td>Harvard Library for Harvard collections</td>
</tr>
<tr>
<td></td>
<td>Harvard Planning Office for location data</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>New audiences</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Harvard students</td>
</tr>
<tr>
<td></td>
<td>Alumni</td>
</tr>
</tbody>
</table>

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[link.harvard.edu]
**Harvard Link Digest**

Automated emails at scale, unique to each recipient

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**Upcoming Events**

- **Science, Technology and Society Seminar, STS Circle at Harvard**  
  October 21, 2019  
  "The (Non) Imaginaries of 'Data' in Law, and their Politics" Speaker: Podemoskala Falka, Research Scholar in Law and Private Law Fellow, Yale Law School, Moderator: Sam Weiss Evans, Science, Technology & Society Fellow, Harvard Kennedy School. Co-sponsored by the Graduate School of Arts and Sciences and the School of Engineering and Applied Sciences. Contact: STS Programs@hks.harvard.edu Chair: Sheila Jasanoff, Faculty Associate, Pzenzhezin Professor of Science and Technology Studies, Harvard Kennedy School. Lunch is provided if you RSVP via our online form before Thursday afternoon, September 27.

- **Faculty Lunch: Supporting Student-Directed Learning**  
  October 22, 2019  
  Karen Brennan, Associate Professor of Education, Harvard Graduate School of Education. Creating opportunities for students to have choice in and control over their learning is an essential component of designing powerful and meaningful learning experiences. Whether you are working with 10 students or 100 students, negotiating the balance of structure and freedom in the classroom is complex. Associate Professor Karen Brennan will facilitate an interactive session in which we will explore different teaching contexts and strategies for supporting student-directed learning. To ground this conversation...

- **Industry Seminar: Peak6**  
  October 24, 2019  
  Leveraging Data Science Across a Diverse Investment Portfolio: Peak6, a technology and investment firm, was an early pioneer in the application of data science in the options market. Today, peak6 believes data science is the cornerstone for efficiently managing risk. Peak6 has grown by taking lessons learned from using data science and understanding its strengths and weaknesses. In this talk, Matt Halderman and Mike Tracy will discuss how Peak6 was able to harness core principals from the intersection of analytics and trading to successfully expand into different industries, including brokerage...

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**Personalized Content**

Powered by Link’s data, recipients get personalized periodic emails surfacing upcoming events, new funding opportunities, and more.

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**Timely Information**

More frequent emails highlight things like recent news, while more seasonal emails may highlight things like related syllabi and new colleagues. Email frequency controlled programmatically.

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**Priority Aligned**

With Klaviyo integration, Link enables an extensible system by which communication efforts from a school or central administration can be segmented to specific Link users or broadcasted to the entire user base.
Electronic Communications Policy Oversight Committee

Multiple Harvard faculty & staff, including Professor Andrew Ho (GSE)
YOUR CALL TO ACTION

1. Visit [link.harvard.edu](http://link.harvard.edu) to update your keywords (and website).

2. Check if your department’s news & events are supported by Link. If they are not, let us know at [link@harvard.edu](mailto:link@harvard.edu). We can work with your department to add them.

3. Share Link with your colleagues. We’ve created [overview](http://overview) and [use cases](http://use cases) documents that make explaining Link easy. We’re also happy to provide email language for departmental announcements and to do in-person demo presentations.
link.harvard.edu

Additional Contact:
Zachary Wang, Manager for Resources Adoption and Impact
link@harvard.edu

Link Resources: [bit.ly/harvardlink](http://bit.ly/harvardlink) (video & 1-page overviews; use cases; guides)
Financial Updates

Leslie Kirwan
Dean for Administration and Finance

Jay Herlihy
Associate Dean for Finance
FAS Administrator’s Town Hall

Karen Kittredge, Manager, Financial Policy and Business Process
Andrea Sexton, Director, Financial Policy and Compliance, Office of the Controller
Materials and Training

Brown Bag Sessions the 4th Thursday of every month from 11:00-12:00 in the Lamont Library Forum Room.

Topics published in the E-News as well as on the Policy Website.

Feedback on suggested brown bag sessions welcome! Email financialpolicy@harvard.edu with suggestions.

Financial Policy Office Website: https://policies.fad.harvard.edu/
Recent Updates or Uploaded Materials

Independent Contractor Policy
- A one page IC PI / Researcher Guide
- Payment Categories and Hiring Methods if Classified as an Employee reference

Travel Policy
- Definition of lowest economy class
- Sponsored Travel Guidance and FAQs (updated)
- Air Travel Guidelines at a Glance (new - see next slide)
- Flight Checklist when using Federal or Cost Share Funds (new)
- Sponsored Expenditure Guidelines (updated)
- Materials can be found here (https://osp.finance.harvard.edu/travel-policy).

Tax Chart Moving, Recruitment and Related Expenses
Tax Implications for Moving, Recruiting, Visa and Related expenses as well as temporary relocations can be found on the Tax Office Website.
Increased Requests for ST-2 or ST-5
Recent MA Tax Changes have resulted in an increase from suppliers for Harvard’s ST-2 or ST-5 tax form. Tax Forms for MA as well as other states and a one-page guide on tax exemption guidance can be found on the Procurement Office Website – Tax Forms Section.

Year End Tax Reminders

Update Temporary Placeholder Numbers (temporary or dummy SSN)
Please be sure that any individuals who started work without a government-issued SSN update their records as soon as possible for tax purposes. Individuals without an government-issued SSN are ineligible for tax treaties and cannot apply for tax refunds. Submit SSN card to Payroll/Student Information Services as soon as they are received.

W-2, 1099-MISC or 1042-S Forms
In order to make sure there are no delays in receiving 2019 tax forms, be sure to make sure your address is up-to-date or better yet, sign up for electronic delivery!

<table>
<thead>
<tr>
<th>Form</th>
<th>System to Update Address</th>
<th>Link</th>
<th>Sign up for Electronic Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>W-2</td>
<td>PeopleSoft</td>
<td>PeopleSoft&gt;my personal details</td>
<td>Harvard’s ADP Portal</td>
</tr>
<tr>
<td>1099-MISC</td>
<td>HCOM</td>
<td><a href="mailto:ap_customerservice@harvard.edu">ap_customerservice@harvard.edu</a></td>
<td><a href="mailto:ap_customerservice@harvard.edu">ap_customerservice@harvard.edu</a></td>
</tr>
<tr>
<td>1042-S</td>
<td>GLACIER</td>
<td><a href="https://www.online-tax.net">https://www.online-tax.net</a></td>
<td><a href="https://www.online-tax.net">https://www.online-tax.net</a></td>
</tr>
</tbody>
</table>
Travel Policy Updates

Updated definition of Lowest Economy Class Airfare (sometimes called coach, standard economy fare class or base airfare) include:

- a reserved seat
- one carry-on bag
- one personal item
- one checked bag

IF high likelihood that the itinerary may change = OK to purchase a refundable (unrestricted) ticket

*Include reason in business purpose*

Updates or Additional Travel Materials when using Sponsored or Cost Share Funds:

- Sponsored Travel Guidance and FAQs (updated)
- [Air Travel Guidelines at a Glance](https://osp.finance.harvard.edu/travel-policy) (new)
- Flight Checklist when using Federal or Cost Share Funds (new)
- Sponsored Expenditure Guidelines (updated)

Materials can be found [here](https://osp.finance.harvard.edu/travel-policy).
Independent Contractor Policy

- Revised policy went into effect 7/1/19

- New, simplified legal test consistent with MA law

- Must perform test occur before IC is retained, any services are rendered, and/or payment made
  - Presumption of employee status unless test is met
  - A worker or department’s preference is not relevant to the classification determination

- Clarifies roles and responsibilities and that compliance is the obligation of the local department or unit

- Streamlined processes for low-risk engagements; effective 1/1/20 at FAS, qualified individuals may be processed using the IC Questionnaire Exception Attestation Process.
FAS Independent Contractor Questionnaire (ICQ) Exception Process

Under limited circumstances, the formal completion of an ICQ is not required.

- The local department or unit must still confirm that the classification satisfies the three-part legal test
  - See the Exception Attestation Form
- A written contract, agreement or confirmation for honoraria is still required
- The local department or unit must provide the accounts payable approver with the Exception Attestation Form
  or statement (for guest speakers) of why an ICQ is not required

1) Guest Speaker or Guest Lecturer receiving an honorarium or speaking fee for a one-time speaking engagement (performers/musicians also fall into this category). This exception cannot be used for individuals teaching or co-teaching a substantial portion of a course, those listed as instructors in the course catalog, or those who hold a Harvard appointment for their teaching role.

Effective 1/1/20

2) Single, Short-Term Engagements for Less than $3,000 - An ICQ is not required if the engagement satisfies the three-part Independent Contractor test; the engagement will last no longer than three months (90 calendar days); AND total payments to the IC will not exceed $3,000. This goes into effect 1/1/20 for services starting 1/1/20 or later. Departments processing these payments must submit the Exception Attestation Form to their local department payment approver.

Contract your tub human resources or finance department for more information.
Electronic I-9 and E-Verify Project

- Form I-9 is a federally-required employment authorization form all employees must complete
- Harvard’s process is paper-based today
- Including E-Verify for all new employees completing electronic I-9
- Pilot electronic I-9 and E-Verify system went live on 11/12/19 with four schools:
  - DCE
  - Graduate School of Education
  - Harvard Law School
  - Limited areas of the School of Public Health

If you have any questions or concerns please reach out to karen_kittredge@harvard.edu
Policies in Process

I-9 and E-Verify Policy – sets requirements and processes for collection of the I-9 as well as the requirement of a permanent social security number

Donation In Lieu of Payment / Honoraria – sets guidelines and processes for payments in lieu of honoraria.
Additional Materials

Air Travel Guidelines at a Glance
FAS Hiring Department or Unit Department Approver Responsibilities
FAS Independent Contractor Policy Contact Information
## Air Travel Guidelines at a Glance

Harvard strongly encourages travelers to book airline tickets through one of Harvard’s preferred travel agencies and to use preferred airlines. Preferred agencies and airline vendors may provide additional value (e.g., after hours access, fare discounts, free priority seating, boarding or re-accommodation), etc. See the [Travel Policy](#) and FAQ for additional guidance.

<table>
<thead>
<tr>
<th>Federal Funds (Including Federal Cost-Share Funds)</th>
<th>Non-Federal Funds / University Funds (If no additional local unit or fund restrictions apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Air Travel inside the contiguous 48 United States</td>
<td>Domestic Air Travel inside the contiguous 48 United States</td>
</tr>
<tr>
<td>Air Travel Involving Canada, Mexico, Alaska, Hawaii, or U.S. Territories and Possessions when flying to, from, or within these locations</td>
<td>Air Travel Involving Canada, Mexico, Alaska, Hawaii, or U.S. Territories and Possessions when flying to, from, or within these locations</td>
</tr>
<tr>
<td>International Air Travel with destination and/or origin outside the United States and its territories and possessions</td>
<td>International Air Travel with destination and/or origin outside the United States and its territories and possessions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Requirement</th>
<th>Requirement</th>
<th>Requirement</th>
<th>Allowed within policy</th>
<th>Allowed within policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lowest economy class airfare¹</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td>Allowed within policy</td>
</tr>
<tr>
<td>Business class if single non-stop flight leg is more than six (6) hours²</td>
<td>Not Allowed</td>
<td>Not Allowed</td>
<td>Not Allowed</td>
<td>Not Allowed</td>
<td>Allowed within policy</td>
</tr>
<tr>
<td>U.S. Flag Carrier unless qualify for an exception as noted in the Fly America Act³</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open Skies Agreement (exception to Fly America which is an agreement between the US and a foreign government)⁴</td>
<td>Required</td>
<td>Required</td>
<td>Required</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ Harvard defines lowest economy class airfare (sometimes called coach, standard economy fare class or base airfare) to include a reserved seat, one personal item, one carry-on bag, and one checked bag. Where there is a high likelihood that the itinerary may change; it is appropriate to purchase a refundable (unrestricted) ticket. Include in the business purpose section of the reimbursement request the reason for purchasing a refundable ticket. Under extenuating circumstances certain exceptions may apply (e.g., documented medical reasons, circuitous routing, etc.). For Federal or cost share funds see Federal Lowest Economy Airfare Travel Reimbursement Exception Form or [Travel Policy](#) for additional details.

² Under extenuating circumstances certain exceptions may apply (e.g., documented medical reasons, circuitous routing, etc.). For Federal or cost share funds see Federal Lowest Economy Airfare Travel Reimbursement Exception Form or [Travel Policy](#) for additional details.

³ When a non-U.S. flag air carrier is used for travel charged to federally-sponsored or cost-share awards, a Fly America Travel Reimbursement Exception Form must be completed. If not completed appropriately, the expenses must be charged to a nonfederal award.

⁴ An exception to Fly America is when an Open Skies Agreement is in place between the U.S. government and the government of a foreign country, with the exception of Department of Defense funds. See [Open Skies Document](#).
FAS Hiring Department or Unit and Department Approver Responsibilities

Local Hiring Department or Unit Responsibilities
- Determine if the IC Policy applies and initiate any required procedures, including contact with HR consultant and completion of ICQ or completion of the Exception Attestation form.
- Obtain proper review and approval before contract is signed and before any services are performed.
- If not using a Harvard contract template, be sure that any IC contract contains the following language: [Consultant/Contractor/Vendor] shall be an independent contractor, free from Harvard’s direction and control, and not an agent or employee of Harvard. See OGC or SP website for contract templates or contact adminops-procurement@fas.harvard.edu if not using a Harvard template or other contract questions.
- Follow local school or unit’s internal contract review and signature guidelines.
- Collect required documentation to set individual up as a supplier vendor if required.

After services have been completed the Department AP preparer and approver must:
- Confirm ICQ and contract have been completed and are on file.
- Review and prepare invoice for payment.
  Use appropriate object code for the service completed.
  Include with invoice any additional required documentation (e.g., Exception Attestation Form or attestation form billing code 8692). Some schools or units may require ICQ and contracts be submitted with invoice, others may store them at the local level.
- If the department approver does not receive or have evidence of the above required documentation, the payment cannot be processed.
FAS Independent Contractor Policy Contacts

• Questions around the ICQ and Classification Process:
  • FAS HR Guidance and Materials can be found at: https://hr.fas.harvard.edu/updated-independent-contractors or email ic-request@fas.harvard.edu
  • FAS HR will consult with the Office of Labor & Employee Relations, Office of the General Counsel, and Global Support Services as needed
  • For urgent or time-sensitive requests, contact Audrey Harmon or Andrea Kelton-Harris

• Contract Guidance
  • Contract templates, guidance and a contract checklist may be found on the Strategic Procurement or Office of General Counsel’s website
  • Contact adminops-procurement@fas.harvard.edu for guidance if not using a Harvard template or other contract questions

• Policy Guidance and Materials
  • Contact adminops-procurement@fas.harvard.edu for general guidance. FAS HR or Finance may also consult with Financial Policy Office (financialpolicy@harvard.edu) Office of Labor & Employee Relations
  • Additional materials can be found at the Financial Policy website or Human Resources Policies website
  • A chart showing options to process payments for those that do not meet the IC test and are classified as employees as well as FAQs will be available by 7/1/19 on the above websites
FY20/21 Administrative Landscape

Mary Ann Bradley
Associate Dean for Administrative Operations
Thank you, FileShare Partners!

- Sarine Der Kaloustian, OEB & Graduate School
- Kaitlyn Santa Lucia, College
- Shannon Ingraham, Finance
- Jessica Gauchel, Sociology
- Michelle Driscoll, IMS
- Mary Ann Bradley & Maureen Berry, Admin Ops
- Karen Barkow, Statistics
- Paul Kelley & Kathleen McCloskey, Earth & Planetary Sciences
- Damari Rosado & Maggie Lopes, Economics
- HUIT Partners: Susan DeLellis, Laurie Gamble, Michelle Tutunjian, Chris Viklund
Thank you, Electronic I-9 Pilot Partners!

Marc Willis, DCE Finance
Jenna Bellanoit, DCE Finance
Eimy Osaki, DCE HR
Maria Lemus-Aguirre, FAS HR
Bob Daley, FAS Payroll
Jennifer Minery, FAS Payroll
Patty Jenkins, FAS Payroll
Gretchen Gingo, HUIT HR Systems
Thank you, Buy2Pay Partners!

Michelle Wong, SCRB
Silke Exner, Physics
Young Shoemake, MCB
Rebecca Solari, Finance
Jason Jorgenson, Animal Care

Jim Barton & Marc Willis, DCE
Ann Gubnitsky, Finance
Edward Silva, Economics
Shawn Lee, Hutchins Center
Nuala McGowan RAS
Admin Ops

Jennifer Perry, Psychology
Anna Salvato, OEB
Liz Bean & Lisa Ball, CCB
Mike Holmes, Romance Lang.
Karen Rynne, IMS & Music
Thank you, Position Tracking & Reporting Partners!

- Jay Herlihy
- Susa Duda
- Chris Ciotti
- Heather McCormick
- Carla Greenwood
- Mary Ann Bradley
- Kwok Yu
- Pat Fitzgerald
- Bob Daley
- Gretchen Gingo
- Mark Seibring
- Kim Zweig
- Jennifer Minery
- Stephanie Nasson
• **BCD Travel:**
  - As of 12/31/19, ability to charge to 33 digit coding will be eliminated. Preparers and Approvers have been contacted via email with additional payment options.

• **Zoom:**
  - Easy to use video conferencing tool
  - FAS trainings scheduled for Jan – March 2020
  - Available for use now - https://harvard.zoom.us/

• **Zelle:**
  - Payment option available to individuals in the B2P Supplier Portal as of 10/16/19. Individuals with a US bank account and email address can choose Zelle as their preferred payment method in their Supplier Portal profile to receive electronic payment.

• **Admin Ops/ASAP Training opportunities:**
  - Finance Fundamentals to kick off January 30, 2020!
  - December and January training sessions available in HTP
  - Monthly Drop Ins
HR Update

Atlas Team Members,
Kathy Santoro,
Director of Programs and Operations
FAS Human Resources
Goal
To ensure that all FAS administrators have access to the essential trainings and resources needed for their roles and that transitions into these roles are seamless and efficient.

Phase I
Held focus groups and formed an FAS-wide committee of subject matter experts.

Phase II
Created cross-functional menu of FAS (HUIT and HIO) resources available to all FAS Administrators.

Phase III
Administrator’s Atlas webpage went live on the FAS HR and Administrative Operations website. A contact person has been designated for each Functional Map for maintenance updates.
Administrator’s Atlas Website

https://hr.fas.harvard.edu/department-administrator-resources
Update - Paid Family Medical Leave (PFML)

• All existing employees received a notice from Benefits on September 30, 2019 about the new Massachusetts law creating paid family medical leave effective January 1, 2021.

• As part of this new law, all new employees (including LHTs and temps) must be notified of this benefit, and acknowledge receipt of the notification within 30 days from their hire date.

• FAS HR is working on a process that will provide and track all notifications and acknowledgements to new FAS hires.

• In the interim, FAS HR is providing notice to all new FAS employees on a bi-weekly basis.

• For more information about PFML, please contact Benefits.

**Benefits Office**
114 Mt. Auburn Street, 4th floor
Call center: 617-496-4001
Email: benefits@harvard.edu
Fax: 617-496-3000