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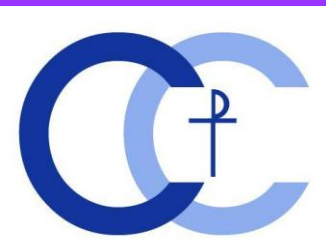
Volume 5

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In This Issue

Our Consortium Members



TECH VALLEY CONNECT FEATURED AT AWIS CONVENING

20 Global Experts Share Programs Helping Scientists Balance Work & Family Obligations

NEW YORK – Innovative work to address barriers affecting the recruitment and retention of professional employees using a regional partnership by Tech Valley Connect (formerly Ph.D. Move) was recently featured during a two-day long Convening of Global Experts on Work-Life Family Issues. The event was organized by the Association for Women in Science (AWIS) and hosted by the Elsevier Foundation New Scholars Program.

Angela Doyle McNerney, president and CEO of Tech Valley Connect and former director of the Advance NSF grant at Rensselaer Polytechnic Institute, delivered a presentation on the Tech Valley Connect Program. Originally piloted at Rensselaer starting in July 2009, this initiative focuses on employer retention by helping newly relocated hires and their families assimilate into their new surroundings. Their services include assisting with innovative spousal employment methods, family integration and cultural transitioning. "What's unique about the organization is the dual career service which accesses a consortium of regional employers who have committed to high level informational interviews for spouse/partners," said McNerney, "helping these job seekers to build substantive professionals networks optimizing their job prospects. As newcomers, they are gaining entre to decision makers in their respective fields that they likely just wouldn't have had access to otherwise." Currently, Tech Valley Connect is the only organization in the country modeling a regional commitment of employers to spousal employment.

The pilot at Rensselaer, funded by the Elsevier Foundation and the NSF Advance grant, focused on providing women scientists and their families the information, resources and assistance to settle into a position in higher education using a regional consortium of employers. Input from hiring employers throughout the region and faculty focus groups resulted in growing evidence showing that professional women face a much more challenging path when it comes to relocating to advance their careers. The early indicators spoke to successful retention being impacted by assuring that their partners find suitable employment within the same geographic area.

The pilot program became an independent nonprofit in January 2010 and expanded the scope to help solve relocation barriers faced by all professional employees, particularly women scholars and scholars with working spouses/partners and those with families. The initial consortium of twelve member institutions during the pilot has expanded to more than 45 employers and provides industry specific information and key professional contacts for



employment opportunities at member institutions, as well as information on the communities at large.

The nonprofit operates with the concept that you are not recruiting a new employee but you are recruiting and retaining a new family. After 3-5 years, Tech Valley Connect hopes to prove that when the 'family' is taken into account, the employer's retention risk can be significantly lower, saving more than 2 times the salary of the original hire. Studies show the top reasons for losing a valued employee are because the partner/spouse could not find career placement and/or the family didn't assimilate well into the community.

Tech Valley Connect has been successful in helping the new hire and their family to build professional and personal ties by providing a net of resources, introductions and support to a newly relocated family in the first year of their move. The program provides relocation counseling, a regional career network for spouse/partners, career coaching for the spouse/partner and connects the family to other community resources specific to their needs.

Panel discussions during the convening centered on: (1) dual careers and strategic decision making, (2) work-life issues, (3) childcare and dependent care in professional contexts, and (4) promoting family friendly policies.

"This unique approach to helping early-to mid-career scientists balance demanding academic careers and family responsibilities can help define and shape the STEM workforce of tomorrow," said Janet Bandows Koster, AWIS executive director and CEO. "Changing demographics of the scientific labor force demand that workforce policies and practices evolve to maximize the participation and contributions of all scientists."

AWIS will produce a definitive report on work-life integration for the STEM profession in the global context based on the recommendations of the thought leaders attending the Convening of Global Experts on Work-Life Family Issues. The report will also draw from a global survey of 4,225 international scientists and researchers that was recently administered.

About

AWIS

The Association for Women in Science (AWIS) is the largest multi-discipline organization for women in science, technology, engineering and mathematics (STEM) dedicated to achieving equity and full participation of women in all disciplines across all employment sectors. AWIS reaches more than 15,000 professionals in STEM with members and chapters nationwide. Membership is open to any individual who supports the vision and mission of AWIS.

www.awis.org

Global Mobility & Talent Management: Strategies for Moving Forward

Mobility magazine, January 2012

Recent research suggests that a host of talent management issues are hindering successful global mobility. What can mobility leaders do about it? These strategies can move us forward.

By Jacqueline Hauser and Lisa Johnson

The term "linking mobility to talent management" now flows off of tongues in the mobility industry as easily as "spouse/partner support" and "cross-cultural training." The truth is that the topic of linking mobility to talent management,

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which surfaced in the latter half of the past decade, enjoys popularity as an attractive conference topic, but there are few examples of companies that have actually put the appealing concept into practice.

In a recent research report published by Brookfield GRS, "Overcoming Inhibitors to International Employee Mobility," issues related to talent management were consistently identified as hindering—even inhibiting—successful global employee mobility. Examples include:

- Talent management is among the top business needs of the organization that are not adequately addressed in mobility programs.
- Focus on cost savings overrides the long-term needs for support of initiatives such as talent management.
- Many companies have an inadequate repatriation policy and process, which is a cornerstone of successful talent management.
- Candidate selection processes are often still rooted in "who I know and trust" rather than a long-term, talent management-oriented strategy.
- Regional resistance to global programs restrains company-wide talent management initiatives.

If these findings are representative of the current state of talent management initiatives for globally mobile employees, the question that begs to be answered is, of course, what can we do about it? How can global mobility change the course so that the future is better than the present?

What follows are five future-looking strategies that will help to move the topic into reality. As with any significant change, it is important to keep in mind your company's corporate culture and threshold for strategic change. Sometimes small steps will move the organization forward more quickly than planning a large initiative.

These examples may trigger one next step in creating a stronger link between mobility and talent management.

Updating Global Mobility Team Resources to Support Talent Management Links

Much has been written regarding the transition from the tactical focus on relocation that global mobility programs historically have had: providing the policies and services that move employees and their families from point A to point B and returning the employee to point A at the end of the assignment. Immigration, taxes, household good shipments, education, temporary housing, travel arrangements, expense reimbursements, medical coverage, etc., have all been a part of this tactical support. These more tactical needs still exist and continue to be met and improved upon in terms of what services are offered and how they are provided.

Yet, the evolution of global mobility programs shows a consistent, albeit slow, movement toward the strategic side of employee mobility. Some companies are more prepared for this shift than others. Being more strategic requires a global mobility team to be made up of at least one or two more strategically minded team members.

The fact is that team members' areas of expertise drive the agendas of meetings and the discussions that take place with business leaders. To be an advisor to and to partner with leadership and business managers, someone on the mobility team needs to have expertise in strategic areas of the business. If no one on the mobility team ever discusses selection, assignee career planning, repatriation, global leadership pipelines, etc., it may be that no one on the team has expertise in those areas. Assess the skills and expertise on the team and make sure that strategic roles are identified and filled.

Creating Formal Links Between Global Mobility and Talent Management

In the future, global mobility as a talent management partner will manifest itself in many different ways. For some organizations, it will mean creating formal links, such as meeting regularly with the talent management area of the organization. While a few organizations have successfully moved their global mobility program under the talent management umbrella, many more

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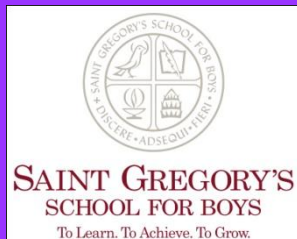


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companies are working to create formal links, and some already have them. To move in this direction, some of the questions that a mobility leader should be asking are:

- Which links are important for my team?
- Who on my team leads or shapes these links?
- What are the relationships that mobility is forging?
- Are there certain locations or regions where mobility has more or less visibility, credibility, and relationships with stakeholders? Where are they? Why?
- Is there a new country or market where we are expanding? Does mobility have a relationship with that country/market's leadership?
- Are there HR or company-wide initiatives, such as technology improvements, HR surveys, or succession planning, that mobility should have been involved in, but was not included? Figure out how to ensure that it won't happen again.

When you ask the right questions to solidify the links for mobility, you become proactive as opposed to being reactive.

Implementing Flexible Repatriation Strategies

Many global mobility leaders will confess that repatriation continues to be a challenge for their organizations. It is well known that the primary reason why developing a repatriation strategy is so complicated is that while the employee is on the assignment, global mobility is not directly responsible for performance reviews or the assignee's long-term career planning. Then once the assignee has returned, he is not under the global mobility team's oversight. As a result, repatriation strategies (along with selection) are often the least developed aspects of a global mobility program. That said, it is career planning and repatriation, along with selection strategies, that actually create the strongest links between global mobility and talent management.

The future of repatriation programs will have to include a joint strategy between global mobility and talent management to have any real meaning and, like global mobility policies, the strategy will need to be flexible. One reason for the need for flexibility can be found in the very different environments that assignees repatriate to, depending on their home countries. For someone from an emerging market, the assignee probably returns to an environment of growth and opportunity for the business where their international experience and global perspective can be put to use immediately. Perhaps in the emerging market, the repatriation strategy needs to include retention hooks.

For the assignee returning to headquarters or a more established business environment for the organization, there are likely to be fewer opportunities to directly build on the international experience and, as a result, the repatriation strategy needs to include setting realistic expectations up front and all the way through the assignment.

The main takeaway is that repatriation strategies need to build in flexibility to meet the different types of career opportunities that your organization's different locations dictate.

Employing Candidate Assessment and Selection Strategies

For most organizations, the assessment and selection of candidates for international assignments take place before global mobility ever gets involved with the process. An authorization notice or cost estimate usually is the first activity for the global mobility team. For this reason, the global mobility team in the future will need to formally act as advisors to business managers who send employees on international assignments. They will educate managers on why candidate assessment and selection are part of the required due diligence when investing time and money into an international assignment. They will educate managers on what, other than "willing to go," are the traits and characteristics to look for in a candidate. Global mobility will work with talent management to develop behavioral interview protocols that will generate a dialogue between the manager and the candidate that leads them both to an informed decision.

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In the future, best-practice global mobility programs will provide templates and discussion guides for business managers and candidates to set them up to be successful in their pre-decision conversations. The most forward-thinking global mobility leaders already work with talent management and succession planning to develop candidate pools that include high-potential employees and senior leadership populations.

Developing a Global Pipeline of Future Leaders Through International Assignments

A clear and critical link between mobility and talent management will be forged through the use of international assignments as a platform for developing future global talent, especially in emerging market locations. The approach to using the assignment as a talent development vehicle can be twofold. First, there is a growing trend to hire small numbers of the best and brightest graduates from emerging market locations and put them into 12- to 36-month training programs. This would allow assignees to gain experience in headquarters in more developed markets or in other emerging markets before returning to their home countries to begin local management development. This development program requires global mobility and talent management to partner closely for a seamless, well-supported experience that will inspire loyalty, retention, and growth in the critical new hire. The return on investment for these programs is a global business imperative.

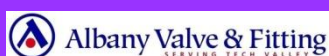
The second approach to global future leadership pipeline development that links global mobility and talent management is the establishment and support of expatriate leaders in key emerging market locations as they identify and develop local leadership. Often a country manager on an international assignment spends the first two years of an assignment adjusting culturally, staying visible to headquarters leadership, and making sure that the bottom line is where it needs to be. Developing future local leaders is a challenging assignment objective unless it is strongly supported by talent management. Global mobility in the future will need to drive this link for both the high-level assignee in emerging markets and talent management. Perhaps it involves the talent management team developing a curriculum for the assignee-leader to implement during the assignment. It may involve coaching the assignee-leader on management development and/or coaching the high-potential local leadership in management skills. A strategic global mobility team will bring this topic to the talent management table and generate solutions together.

Conclusion

The future of global talent management from the perspective of global mobility relies on partnerships. These partnerships require strategic thinkers and new areas of expertise among the global mobility team members who will address the least-developed areas of the international assignment program—candidate assessment, selection, career planning, and repatriation. These are the natural links between global mobility and talent management.

The future of global talent management will include international assignments and global competencies as part of the agenda for strategic staffing and the development of global talent. To this end, global mobility leaders can wait for talent management to come to them or they can take the first steps in proactively becoming a part of the discussion. Create a short-term plan to take one step toward the partnership in the next quarter. The five areas described here provide a snapshot into the future for many global organizations.

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Family Checklist:

The Center for Disability Services Has the Resources You Need



There are a lot of challenges when moving a family from across the country or from elsewhere in the world and relocating to the Capital Region. These challenges are compounded when family members include a child with a disability or a parent or grandparent who needs special care.



The Center for Disability Services, known as the place *where people get better at life*, is one of upstate New York's largest providers of comprehensive programs and services for individuals who have disabilities. Established 70 years ago, the Center has a wide variety of resources, available at its main site in Albany and at 80 other locations, to serve family members of all ages.

Service Coordination

Service Coordination is a comprehensive service which links families with vital Center and community programs. Professional service coordinators, who have working knowledge of the full spectrum of the area's programs and services, are able to advise and guide individuals and their families. They provide insight into all that is available and give the extra attention which may be necessary, especially when families relocate to a new community.



Health & Dental Care

Center Health Care offers primary care, women's health care, specialty medical services, neurology, behavioral health, therapy and complete dental care in fully accessible suites. The Center's team of medical professionals book longer appointment times to accommodate mobility issues and to work with patients who may be fearful or have other barriers to care.



Early Intervention/Preschool/Education

On site and in home early intervention services are available for infants, toddlers and preschoolers, with evaluations performed by the Center's professionals. The Center offers CloverPatch Preschool programs in Albany, Glenville, Amsterdam, Johnstown and Gloversville.

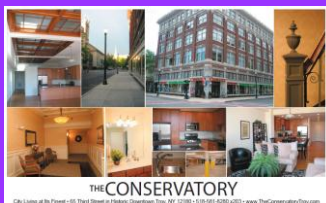
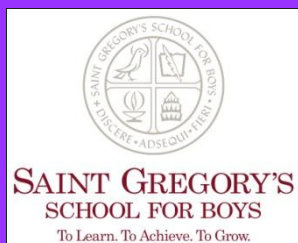
The Center's 12-month Langan School enrolls pupils from 5 to 21 years of age and is for students who have disabilities or severe medical conditions. It is affiliated with more than 50 area school districts. Special programs include the nationally accredited M.O.V.E program (Mobility Opportunities Via Education) for children which incorporates movement into all activities, and a number of R.A.A.V.E. (Responsibly Addressing Autism Via Education) classrooms. The Langan School has a philosophy of offering



New Resources:



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activities found at all schools: field trips, special classroom guests, award and recognition ceremonies, a prom and commencement.

Job Training/Employment

Many Langan School graduates transition seamlessly into the Center's job and skills training programs. Employment is available in enclave settings and at Center Commercial Services, which provides cost effective mailing and other



business services while employing individuals who have disabilities alongside those who do not.

For individuals who have a personal goal of working in the community, Employment Options is a Center service which provides supported employment placement, training and the support workers may need to be successful.

Adult Programs

The Center offers site activities and personal care training and services to individuals who need or are interested in community inclusion. Programs include Day Training, Day Habilitation and Adult Day Health Care.

The Technology Center, at 700 South Pearl Street in Albany, offers specialized and adapted computer based training and employment. Consumer/workers create, edit and produce CapAbility Magazine and other projects.



In 2010, the Center established the Gokhale M.O.V.E. (Mobility Opportunities Via Experience) program for adults at the Smith Center in Guilderland. Participants have the goal of increasing mobility and are encouraged to explore new ways of moving using adaptive equipment.

St. Margaret's Center/Residential & DayLight Programs

St. Margaret's Center is a pediatric and young adult skilled nursing facility which is part of the Center for Disability Services. In September 2010, a 36 bed respiratory care wing opened which offers transition from hospital to home for children who require extra time to reach a level of medical stability. The unit provides mechanical ventilation for pediatric residents who previously had to receive care downstate or out of state.

The DayLight Program, a medical model Adult Day Health Care Program, serves individuals, primarily between the ages of 18 to 65, who have neurological impairments or other chronic conditions and disabilities. It operates weekdays.

Residential Services

The Center is Upstate New York's largest provider of residential services for individuals with disabilities. Options include supervised living in certified group homes throughout the Capital District, and supportive living in certified apartments with guidance and support for residents who live independently, with a roommate, or in the community.

Clover Patch Camp in Glenville is a day and overnight camp for children and adults who have physical or mental disabilities. The camp features fully accessible nature trails, rustic cabins, and a heated swimming pool. It provides an authentic outdoor summer camp experience for participants, with support from onsite medical staff and highly trained counselors.

Camp Spectacular, operated on the grounds of Clover Patch Camp, is a summer day camp experience for children, ages 9 to 16, who have Asperger's Syndrome or high functioning autism spectrum disorders.



The Center's Respite Services are designed to meet the needs of working families and the caregivers of individuals who have disabilities. Respite services give everyone a break in routine. Options include after school/after work, vacation, overnight, weekend and in-home respite.

Home Renovations/Mobility Equipment

The Center's Accessible Home Solutions assists people who are in need of home modifications and older individuals who wish to age safely at home. Certified Environmental Access Consultants work with insured and licensed contractors to evaluate the home and remove any unsafe or restrictive barriers. Modifications include complete remodeling of bathrooms, kitchens, bedrooms, and other living spaces; widening of doorways and hallways; installation of ramps, stair chairs, patient and wheelchair lifts; generator systems, and complete ADA construction.

Upstate Rehabilitation Products, also part of the Center, is a storefront on Western Avenue in Albany. It provides showroom consultations and demonstrations of mobility and specialized equipment including shower chairs, bathing aides, wheelchairs and walkers.

The Center's array of superior, innovative and individualized programs and services has had a positive impact on the lives of hundreds of thousands of children, adults and their families. Those families have a unique perspective on the value of the Center.



Amanda Canaday is an 8 year old Langan School student who also receives speech, occupational, physical and music therapy at the Center.

"The Center gives Amanda what she deserves," said Michelle Canaday, Amanda's mother. "You never know when you're going to need it. It doesn't have to be that your child was born with a disability. It could be that a family member gets into an accident and ends up disabled because of that,"

Maya Vasquez is a 3 year old student in the Center's CloverPatch Program Preschool M.O.V.E. class. Her mother, Audrey Bishop, believes the Center has made a tremendous difference in their lives.

"Without it, she wouldn't have the opportunities she has, the services available to her that she does. There's nowhere else that I'd want to see her because she has everything.... everything she needs on a daily basis," said Bishop.

For more information about the Center, and what resources it may have for you and your family, please go to www.cfdsny.org.

--by Beth Nichols

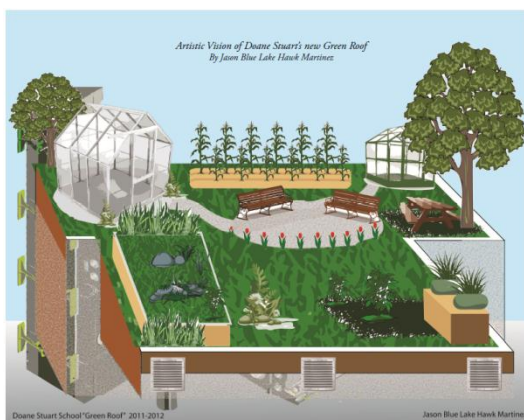
Community Service





SCHOOL FINDS BALANCE BETWEEN TECHNOLOGY AND HISTORIC PRESERVATION

The Doane Stuart School was recently nominated for the Preservation League of New York State's 2012 EXCELLENCE AWARD, for its historic preservation and restoration of the School's 1930 and 1939 art deco campus buildings (nearly \$4 Million worth of renovations and restorations were made to the 117,000 square foot campus buildings). The nomination for preservation excellence comes while the School is simultaneously making ongoing improvements to technology and science labs, music, art, photography, and other classroom spaces, and at the onset of the School's **Green Renaissance**. Doane Stuart is in the process of the installation of an innovative multi-use Green Roof, and more than 100 Solar Panels on the roof of its campus.



In December 2011, the School was awarded a **\$1,298,000 grant** to create the multi-use Green Roof. The Grant is funded through a subgroup of The Environmental Facilities Corporation of the State of New York, The Green Innovation Grant Program.

The multi-use Green Roof will cover a huge section of the campus buildings, 22,200 square feet in total. The project

will provide both an environmentally friendly space and rich opportunity for students to engage in sustainable design. Doane Stuart students will play a central role in the design phase of the new Green Roof, which will include grasses, science lab stations and unparalleled vistas across the Hudson River.

Upper School students (grades 9 - 12), under the supervision and leadership of area landscape architects, including Doane Stuart alumni/ae, former teachers, and current parents, will participate in landscape architecture as an academic class, meeting on a weekly basis. The culmination of this class will be a final project, a collaborative design for the multi-use Green Roof landscape. Students will draw on the content of their course work throughout the year, integrating various requirements of its eventual function as a "living lab" in planning and designing the space.



Headmaster, Dr. Richard Enemark said of the grant, *"This is, of course, a great triumph for us, as the only school in the Capital Region to receive a grant at all. It is a boon to our science program, our ongoing sustainability efforts and our dedication to the environment."*

The Green Roof at Doane Stuart will not only be an asset to our students and to our school, but to the larger community, facilitating the opportunity of educating the public on the myriad benefits of Green Roof technology. It is the School's fervent hope that with the installation of a multi-use Green Roof at Doane Stuart, the first of its kind to be constructed at a school in the Region, we will encourage other schools and non-profit organizations to follow our lead, helping to maintain a "green Renaissance" in the Capital Region. In doing so, we wish to continue to foster a culture of environmental awareness and sustainability.

Doane Stuart's Green Roof will be an icon in the Capital Region, attracting students, faculty, and professionals to the area, and to the School. By creating a truly landmark Green Roof, Doane Stuart, in partnership with New York State, will elevate the standing of the Capital Region, making it ever more attractive to professionals and families, highlighting the vast intellectual and cultural capital we have to offer as a community.

*"The goal of the Green Innovation Grant Program is to find innovative projects that can manage rain where it falls, decreasing the volume of runoff at that location and reduce the need to handle storm water through traditional and more-costly infrastructure," said **Matthew Driscoll, President and CEO of the New York State Environmental Facilities Corp.** which administers the Green Innovation Grant Program. "The Green Roof at Doane Stuart will provide the additional benefit of educating young people on the value and science of green projects. One day, Doane Stuart graduates may become the environmental scientists and engineers working to improve the environment through advancements in green technology."*

In addition to the School's new Green Roof, sections of the roof over the 1939 building will be outfitted with more than 100 solar panels. Doane Stuart announced in January 2012 a contract with Monolith Solar Associates, LLC of East Greenbush to install the panels. The 25,920 Watt Net Metered, Grid Tied Solar Electric System is estimated to produce 31,104 KWH of power, annually. The School will incur no cost for the panels, only savings. NYSEDA covers the cost of the panels and their installation. Installation of the system will begin in April, with a targeted completion date of May 2012.

By adding the Green Roof and the solar panels, the School will see a significant reduction in energy costs, which will be redirected to academic programs and to benefit Faculty across all divisions of the School. Headmaster, Dr. Richard Enemark said of the project, *"This is yet another step toward overall sustainability, and our dedication to the environment, with the added benefit of boosting funding to our curriculum and to our outstanding teachers in the process. It is truly a win-win."*

The Doane Stuart School has balanced technology with a commitment to historic preservation. Providing students with the best of both worlds; a rich, historic, and aesthetically pleasing School home, with cutting edge technology, modern amenities, and environmental consciousness.

Work Life Balance Tips

~ from *A New England Nanny* ~

- **Learn To Say No.** Whether it's a co-worker asking you to spearhead an extra project or your child's teacher asking you to manage the class play, remember that it's OK to respectfully say no. When you quit doing the things you only do out of guilt or a false sense of obligation, you'll make more room in your life for the activities that are meaningful to you and bring you joy.
- **Leave Work On Time At Least Three Days Per Week.** There are times when working late just can't be helped, but schedule your time to leave on time three days per week.



- **Control Interruptions &**

Distractions. Stay focused while in the office, and budget your time effectively. Try to schedule a block of time during the day without meetings when you can focus on your tasks with minimal interruptions.

- **Leave Work At Work.** With today's global business mentality and the technology to connect to anyone at any time from virtually anywhere, there's no boundary between work and home — unless you create it. Make a conscious decision to separate work time from personal time. When with your family, for instance, turn off your cell phone and put away your laptop computer.
- **Manage YOUR Time.** Try and divide the household tasks between members of the family. Even the little ones can pitch in with picking up their play areas. Give each member of the family a designated weekly task to do. Doing one or two loads of laundry every day, rather than saving it all for your day off, and running errands in batches are good places to begin. A weekly family calendar of important dates and a daily list of to-dos will help you avoid deadline panic. If your employer offers a course in time management, sign up for it.
- **Rethink Your Cleaning Habits.** An unmade bed or sink of dirty dishes won't impact the quality of your life. Do what needs to be done and let the rest go. Recognize when you might need help and hire a service, such as A New England Nanny to send a professional housecleaner to your home.



- **Fight The Guilt.** This may be the toughest of all. Just remember, having a family & a job is OK.
- **Nurture Yourself.** Set aside time each day for an activity that you enjoy, such as walking, working out or listening to music. Unwind after a hectic workday by reading, practicing yoga, or taking a bath or shower.
- **Set Aside One Night Each Week For Recreation.** Take the phone off the hook, power down the computer and turn off the TV. Discover activities you can do with your partner, family or friends, such as a game night or get outside if weather permits and have some fun, play golf, go camping or fishing and canoeing. Making time for activities you enjoy will rejuvenate you.
- **Protect Your Day Off.** Try to schedule some of your routine chores on workdays so that your days off are more relaxing.
- **Get Enough Sleep.** There's nothing as stressful and potentially dangerous as working when you're sleep-deprived. Not only is your productivity affected, but also you can make costly mistakes. You may then have to work even more hours to make up for these mistakes.
- **Bolster Your Support System.** Give yourself the gift of a trusted friend or co-worker to talk with during times of stress or hardship. Ensure you have trusted friends and relatives who can assist you when you need to work overtime or travel for your job.
- **Seize The Weekend.** Plan your time off as you plan your work week. Schedule activities with family and friends, a weekend trip, or just something fun. Make your time away from work count!



- **Seek Professional Help.** Everyone needs help from time to time. If your life feels too chaotic to manage and you're spinning your wheels worrying about it, talk with the professional team at A New England Nanny. We have many options for child, elder and home care services to support you in achieving balance. Call 518-348-0400 to set an appointment or inquire about our services.

{Sources: A New England Nanny, Ltd.; The Mayo Clinic; Working Mother Magazine}

A New England Nanny, a GTM Work Life Affiliate, is Upstate New York's premier child and dependent care service provider. Since the early 1990s, A New England Nanny has been providing work life services across the US, in support of the balance between work and family responsibilities. Providing high-quality, experienced and professional child, elder and home care services to thousands of families throughout New York's Tech Valley, A New England Nanny offers a wide variety of in-home and location-based services. From Full-time, Part-time, On-call and Occasional Babysitting; to Companion Care, Housekeeping/ Household Staff, and Hotel & Conference Child Care; we also provide Corporate Back-up Care Programs, Personal Assistants and Homework Tutors. Consistently recognized as one of the Top Temporary and Top Permanent Placement Agencies in the Greater Capital Region by the Business Review, ANEN is repeatedly chosen as the professional child care service of choice by corporate executives nationwide. A New England Nanny is a proud member of The International Nanny Association and the Association of Premier Nanny Agencies. Visit www.ANewEnglandNanny.com or call (518) 348-0400.

Tech Valley Connect News

As you know, Tech Valley Connect is made up of a consortium of Capital Region employers who are focused on recruitment and retention efforts. Our metric for success is the retention of the original hire and our services address that by an innovative dual career support program, comprehensive family assimilation services, and soon the launch of our Cultural Transition Program.

We started as a pilot at Rensselaer Polytechnic Institute in July 2009. As of July 1st, we will have come to the 3-year mark which is a determining factor for the start of collecting significant data on retention. The 2011 national rate for voluntary turnover is 9.1%. The costs of losing professional employees are estimated to be between 2x-5x the salary of the original hire. Out of the 76 families who have been referred into our program by area employers, **we have lost NO original hires**. This is VERY significant. We are still the only organization in the country with a regional commitment from employers to this type of unique spousal employment model. Statistically, we will have to lose someone at some point, but for now our success speaks to the innovative model we have developed.

Number of employees	Cost of Turnover	Technology Rate of Turnover	Average Salary	Cost of Turnover per employee	# of Employees who Leave	Annual Cost of Turnover
200	200%	9.1%	\$75,000.00	\$150,000.00	18.2	\$2,730,000.00
500	200%	9.1%	\$75,000.00	\$150,000.00	45.5	\$6,825,000.00
1000	200%	9.1%	\$75,000.00	\$150,000.00	91.0	\$13,650,000.00

Number of employees	Cost of Turnover	Higher Education Rate of Turnover (Faculty) ^{1***}	Average Salary	Cost of Turnover per employee	# of Employees who Leave	Annual Cost of Turnover
200	200%	10.0%	\$95,809.00	\$191,618.00	20.0	\$3,832,360.00
500	200%	10.0%	\$95,809.00	\$191,618.00	50.0	\$9,580,900.00
1000	200%	10.0%	\$95,809.00	\$191,618.00	100.0	\$19,161,800.00

Meet our client: Josh Osburn:

Why are you planning to move to the Capital District and where will you move from? I am moving to the Capitol District to pursue my artistic and educational careers in the creatively rich state of New York. I will be joining my wife who pioneered our move from Michigan in February 2012 as the newly appointed Executive Assistant to the Dean of Humanities, Arts, and Social Sciences for Rensselaer Polytechnic Institute.

What is your professional background and what type of position are you looking for? I am currently a professional educator on faculty for the private school, Detroit Country Day School. I am Director of Bands and teach classes in Music Appreciation, Study Skills and am a Grade 6 Student Advisor. I have experience in the corporate sector where I was a director of education in Atlanta, GA. I bring a spirit of ingenuity, integrity and compassion to my work. I am pursuing positions that allow me to contribute value to the

community and grow professionally. In addition, I am also a professional visual artist. My work has been exhibited in Atlanta, GA and metro Detroit, MI. I served as a guest lecturer for music / art history for the Art Institute of Atlanta as well as a guest curator for solo gallery exhibitions.



What do you like to do on the weekends? I love cycling and kayaking and look forward to traversing the beautiful landscapes of NY. I am artistically motivated and find beauty in nature and urban settings. Drawing, painting and shooting photography and short movies informs my study and creation of music. Dually, music informs my visual creation.

What motivates you? Creative expression that transcends, pioneering spirit, and my wife!

What is your favorite type of music? My wife and I are classically trained musicians, both graduates of the University of Michigan, School of Music, Theatre, and Dance. The right music for the right occasion, truly a diverse palette.

We have clients with backgrounds in the following areas looking for employment:

- Administrative Assistant (PT)
- Accountant
- Analytical Chemistry, Biochemistry, Proteomics and Drug Discovery
- Artist/Faculty (Audio Visual)
- Business Analyst
- Cardio-Vascular Researcher
- Civil Engineer (Transportation)
- Dance Therapist/Mental Health Counselor
- Developmental and Educational Psychologist
- Emergency Management Professional
- Executive Director – Non Profits
- Human Resources Professional
- I.T. Consultant/Business Analyst
- I.T. Programmer
- I.T. Software
- I.T. Systems Admin/Desktop Technician
- Mathematics/Physics Faculty
- Molecular Biologist
- Molecular, Cell & Cancer Biology Specialist
- Music Teacher/Visual Artist
- Organic Chemist
- Psychologist
- Science & Environmental Educator/Sustainability
- Scientific Researcher/Project Manager
- Structural Engineer



Please contact Julie Hansen at Julie.Hansen@techvalleyconnect.com for more information.

FINANCIAL FOCUS

Put Power of Tax Deferral to Work

As an investor, you may sometimes feel frustrated. After all, your portfolio seems to be at the mercy of the financial markets, whose volatility is beyond anyone's control. Yet you can control the quality of the investments you own and the diversification of those investments to improve your chances of attaining your long-term financial goals. One way in which to do so is to put as much as you can afford, year after year, into *tax-deferred* investments.

When you contribute to a tax-deferred account, your money has the potential to grow faster than it would if you placed it in a fully taxable investment — that is, an investment on which you paid taxes every year. Over time, this accelerated growth can add up to a big difference in your accumulated savings. For example, if you put \$200 each month into a taxable investment that earned a hypothetical 7 percent a year, you'd end up with about \$325,000 after 40 years, assuming you were in the 25 percent federal tax bracket. If you put that same \$200 per month into a tax-deferred investment that earned the same hypothetical 7 percent a year, you'd accumulate about \$515,000 — or nearly \$200,000 more than you'd have with the taxable investment.*

Of course, you will eventually have to pay taxes on the tax-deferred investment, but by the time you're retired, you might be in a lower tax bracket. Furthermore, depending on how much you choose to withdraw each year from your tax-deferred account, you can have some control over the amount of taxes you'll pay.

Clearly, tax deferral can be a smart choice, but what sort of tax-deferred vehicles are available?

One of your most attractive choices will be your employer-sponsored retirement plan, such as a 401(k). Your earnings have the potential to grow on a tax-deferred basis, and since you typically fund your plan with pre-tax dollars, the more you put in, the lower your annual taxable income. If you're lucky, your employer will even match some of your contributions. Consequently, it's almost always a good idea to put in as much as you can afford into your 401(k), up to the contribution limits, and to boost your contributions every time your salary increases. In 2012, you can contribute up to \$17,000 to your 401(k), plus an additional \$5,500 if you're 50 or older.

Even if you participate in a 401(k) plan, you can probably also contribute to a traditional IRA. Your earnings have the potential to grow tax-deferred and your contributions may be tax deductible, depending on your income level. In 2012, you can put in up to \$5,000 to a traditional IRA, or \$6,000 if you're 50 or older. (If you meet certain income guidelines, you might be eligible to contribute to a Roth IRA, which offers tax-free earnings, provided you don't start taking withdrawals until you're 59-1/2 and you've had your account at least five years.)

Finally, if you've "maxed out" on both your 401(k) and your IRA, you may want to consider a fixed annuity. Your earnings grow tax-deferred, contribution limits are high, and you can structure your annuity to provide you with an income stream you can't outlive.

The more years in which you invest in tax-deferred vehicles, the better. So start putting the power of tax deferral to work soon.

*This hypothetical example is for illustrative purposes only and does not

represent a specific investment or investment strategy.

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TECH VALLEY CONNECT EVENTS



Apertivo Bistro hosted a kid-friendly dinner for our Tech Valley Connect families in May before attending Clifford the Big Red Dog courtesy of Proctors. Our families enjoyed meeting new people and interacting with children from other cultures.

Our June event was held at Saratoga Prime. Mazzone's hosted a networking dinner on their beautiful patio. There were also tables hosted by local non-profits who are looking for volunteers, which is a good way to assimilate into a new community. It was a wonderful evening of making friends and professional contacts in a gorgeous location!



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hospitality

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