

# Welcome!

## ***Managers Forum***

*October 2, 2020*

*Moderator:*

**Kathy Burkgren**

AVP, Organizational Development  
and Effectiveness



# Welcome and Announcements

**Mary Opperman**

*Vice President and  
Chief Human Resources Officer*

## Required Training Responsibility@Cornell

- All Cornell faculty, staff and student employees
- New York state annual sexual harassment employee training requirement
- 45-minutes, online
- Deadline for employees is November 16
- Automated reminders to employees; HR leads will receive regular reports

## Ongoing Training

# Diversity Equity and Inclusion at Cornell

- Course 1 launched in September
- Course 2 will launch in October
- Additional courses released throughout the year
- 45-90 minutes a piece, online
- Required for all staff
- Community Chats for first course are now available



## Recognition and Appreciation

# Voluntary Retirement Incentive

- 213 faculty and staff retirees
- More than 5,800 years of service combined
- Most retired as of Sept. 16
- Talent Tribute Sept. 14  
[hr.cornell.edu/talent-tribute](https://hr.cornell.edu/talent-tribute)



# Remote Work During COVID

**Linda Croll Howell**

*Senior Director, Employee Experience*

# Supervisor Remote Work Survey Results

- Survey open July 16 to July 31, 2020.
  - Survey opened for 2 weeks with a **69.6% response rate**.
  - Survey not sent to bargaining unit employees, with the exception of the ILR NYC group.
- About **94%** of supervisors reported their team performed majority or all work **onsite** before COVID (64% all onsite).
- As of the time of the survey, about **85%** had employees working **remotely** at least part of the time (72% completely remote).

# Supervisor Remote Work Survey Results

- About **92%** of supervisors reported conducting as many, if not more **team meetings** than they did pre-COVID (with 45% reporting more).
- Also, about **82%** of supervisors reported conducting **one-on-one meetings** with their team members as often or more.
- In terms of team **productivity**, **63%** of supervisors report their team is delivering as much or more than they were producing pre-COVID.



# COVID-19 Staff Survey Findings: Top 5 Remote Worker Challenges

|   |     |
|---|-----|
| Juggling work and children                          | 56% |
| Adequate homework space/equipment                   | 42% |
| Juggling work and other caregiving responsibilities | 40% |
| Reliable internet access                            | 39% |

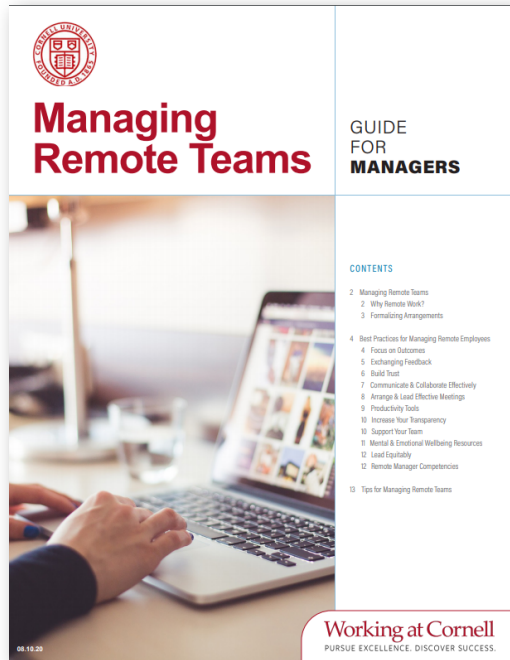
# Interest in Remote Work Post-COVID

|  |            |
|--|------------|
| Not interested in working remotely at all                            | <b>5%</b>  |
| Interested in working remotely occasionally                          | <b>12%</b> |
| Interested in working remotely 1 to 2 days a week                    | <b>26%</b> |
| Interested in predominantly working remotely (3 or more days a week) | <b>54%</b> |
| Other (please specify):  | <b>3%</b>  |

# Supporting Your Employees

- Provide flexibility, where possible
- Home workspace
  - Best times for meetings (if sharing workspace), flexible work times
  - Home workspace best practices/ergonomic consults available
  - CIT Options for Poor WiFi or Cellular Service
- Encourage employees to take time off and model the behavior
- Share/encourage using resources like the Faculty & Staff Assistance Program, the Cornell Wellness Program, Work/Life Consultant.

# Supporting You



- [Manager Chats](#). Informal, facilitated chats with managers across the university. Ask questions, network, share tools and strategies.
- The [Faculty & Staff Assistance Program](#), the [Cornell Wellness Program](#), [Work/Life Consultant](#). Encourage employees to take time off and model the behavior.
- Working remotely [tip sheets](#)
- [Managing Remote Teams Guide for Managers](#)

# Resources for Managers – Coming Soon

- Guidelines for Working Remotely During COVID-19
- Workplace Flexibility at Cornell During COVID ([video](#))
- Team working on Acclimation for New Remote Hires





# Fall 2020 Course Offerings

**Kathy Burkgren**

*AVP, Organizational Development & Effectiveness*

# Organizational Development and Effectiveness

## Fall 2020 Offerings

- Leading in these Times – 3 course track
- Building Trust – 2 course track
- Communications – 4 course track
- Emotional Intelligence – 7 course track
- Employee Engagement – 1 course
- Leader as Coach – remote offering over 4 half days
- Advancing Diversity Equity Inclusion Community Chats
- Manager Chats

# Organizational Development and Effectiveness

## Fall 2020 Offering

### Leading in these Times

As a leader, it is vital to understand the ever-changing landscape of where and how we work. In this series, managers will explore relationships, strategies for effective communications, coaching for performance and development, and how to tap into employee strengths and passions.

#### Objectives:

- Understand the changing landscape of where and how we work
- Learn how to build connections, norms, and culture across the team
- Establish trust within your team
- Understand the importance of recognizing, utilizing, developing and moving talent at Cornell

Course 1: The Changing Landscape of Work

Course 2: Building Connections

Course 3: Recognizing, Developing and Moving Talent at Cornell

# Organizational Development and Effectiveness

## Fall 2020 Offering

### **Building Trust**

As a leader, it is your responsibility to establish trust and motivate the team to create an environment that encourages collaboration and partnership between colleagues. As a member of the team, what are you doing to foster an environment where trust is co-created? In this program, we will explore:

- How to establish trust within onsite, hybrid and remote work-groups
- What actions in work lead to trust and which disrupt trust
- How teams with high levels of trust can support employee engagement and a sense of belonging

Course 1: Establishing and Maintaining Trust in Work-groups

Course 2: The Value of Trust for Creating and Maintaining Belonging

# Organizational Development and Effectiveness

## Fall 2020 Offering

### Communications

As a result of this series of communicating in remote, onsite, and hybrid work environments, you will learn:

- Effective techniques for facilitating business meetings
- The importance of listening and techniques for effective listening
- Cornell's expectations on giving and receiving feedback and strategies to do that well
- How to approach and manage difficult conversations

Course 1: Managing and Facilitating Meetings

Course 2: Effective Listening

Course 3: Giving and Receiving Effective Feedback

Course 4: Difficult Conversations



# Organizational Development and Effectiveness

## Fall 2020 Offerings

### Emotional Intelligence

#### Objectives:

- Understand what emotional intelligence is, how it works, and how we talk about it
- Explore emotions and their roles in our daily lives at work and beyond
- Evaluate the importance of emotional intelligence in navigating current events
- Develop a toolkit to help navigate interpersonal relationships, and decision making
- Utilize tools to help manage stress and maintain personal wellbeing

Course 1: Intro to Emotional Intelligence

Course 2: Self-Perception - Self-Regard, Self-Actualization

Course 3: Self-Expression – Emotional Expression, Assertiveness, Independence

Course 4: Interpersonal – Interpersonal Relationships, Empathy, Social Responsibility

Course 5: Decision Making – Problem Solving, Reality Testing, Impulse Control

Course 6: Stress Management – Flexibility, Stress Tolerance, Optimism

Course 7: Pulling it all Together!

# Organizational Development and Effectiveness

## Fall 2020 Offerings

### Employee Engagement

#### Objectives:

- Understand what employee engagement is and isn't
- Learn the 3 types of employees and how to locate yourself among them
- Develop strategies to remain committed to workplace mission and vision while maintaining and enhancing your own wellbeing
- Explore the pillars of intrinsic motivation and how to work with your organization to ask for what you need
- Develop strategies for cultivating a collaborative and empowering environment that fosters pride, creativity, and commitment amongst our employees.

# Organizational Development and Effectiveness

## Fall 2020 Offerings

### Leader as Coach

#### Objectives:

- Learn the principles of coaching
- Understand the importance of supervisor as coach
- Utilize a coaching model to help individuals discover their personal and professional potential
- Leverage mindful-based coaching strategies as a leader
- Develop relationship and establish trust
- Explore personal biases, cultural influences, and learn to consciously coach across differences

# Organizational Development and Effectiveness

## Fall 2020 Offerings

### **Manager Chats**

Informal opportunities for managers to connect on various topics.

#### Objectives:

- Develop connections
- A safe space to share information
  - What's going well
  - Challenges
  - Strategies
  - Best practices
- Build relationships

### **Zoom channel**

Instruction on how to join the Zoom channel can be found at:

<https://hr.cornell.edu/manager-tools/managers-zoom>

# Organizational Development and Effectiveness

## Fall 2020 Offerings

### **Advancing Diversity Equity Inclusion Community Chats**

#### *Cultivating Cornell's Inclusive Working Environment*

In this session, employees will deepen their understanding of the importance of creating and cultivating an inclusive working environment, as modeled in Cornell's Mission Statement, Skills for Success, Leadership Skills for Success, and Core values.

- October 5, 1:00-2:15
- October 7, 10:00-11:15
- October 13, 10-11:15
- October 15, 1:00-2:15





# Daily Check & Surveillance Testing Updates

**Betsy Shrier**

*Senior Director of Strategic Projects*

**Allan Bishop**

*AVP for Human Resources*

## Daily Check & Surveillance Testing Reminders

- All employees are required to complete the Daily Check assessment each day they are coming to campus (or other facility). There are no exceptions granted for:
  - Infrequent trips to campus (i.e., 1 time per month, etc.)
  - Brief visits (i.e., less than 1 hour)
  - The time of day or night (i.e., 2:00 am, 6:30 am, 1:00 pm, 10:00 pm)
- Contact HR Representative to change work location and testing frequency.
- Employees are expected to be respectful of testing site staff and students.

## Daily Check & Surveillance Testing

# Update to Notifications

- Notification banners will appear if a student or employee misses a test or does not schedule promptly.



Our records show you still have not completed your required surveillance test. You **MUST** complete your test today. If not scheduled to work today then you must complete your test on your next scheduled work day. Repeated failures to adhere to the testing schedule are in violation of the employee expectations and may impact your access to campus. We need your cooperation to keep everyone safe. **Schedule your test.** **If you have already been tested today, please disregard this banner.**

## Daily Check & Surveillance Testing

# Update for Approved Absences

- Register approved absence (i.e. vacation, illness, etc.) lasting 1-2 weeks through Daily Check
- Daily Check and surveillance testing notifications will be turned off.
- After return to work, frequency will be reassigned.
- Employee may need to adjust testing day(s) of week.

## Daily Check & Surveillance Testing

# Non-compliance and Corrective Action

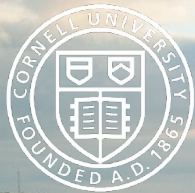
- If no pattern and employee immediately acts to comply
- If employee doesn't comply or has repeated occurrences
  - Discussion, education, action
- If employees still does not comply
  - Hap/Vacation or unpaid leave
  - Disciplinary action and/or loss of privileges



## Daily Check & Surveillance Testing

# Information and Resources

- Working During COVID-19 Guide  
[hr.cornell.edu/working-during-covid-19](https://hr.cornell.edu/working-during-covid-19)
- Daily Check  
[dailycheck.cornell.edu](https://dailycheck.cornell.edu)
- Surveillance Testing  
[covid.cornell.edu/testing/surveillance](https://covid.cornell.edu/testing/surveillance)



# Thank You

for all you're doing to  
help us through these  
challenging times.

Working at Cornell  
PURSUE EXCELLENCE. DISCOVER SUCCESS.