Welcome!

Managers Forum
August 28, 2020

Moderator:
Kathy Burkgren
AVP, Organizational Development and Effectiveness

Opening:
Mary Opperman
Vice President and Chief Human Resources Officer
Advancing Diversity Equity and Inclusion at Cornell

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Diversity and Inclusion Specialist,
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Advancing Diversity, Equity and Inclusion at Cornell

Program Description

- Six-course certificate program focused on evolving a culture of diversity, equity, and belonging
- Delivered online and consist of short, 2-4 minute videos
- Required course will be followed by optional community conversations
Advancing Diversity, Equity and Inclusion at Cornell

Courses

CU101: Cultivating Cornell’s Inclusive Working Environment
CU102: Developing a Culture of Belonging and Respect
CU103: Understanding ourselves & Our Ability to Create Change
CU104: Engaging with Different Perspectives
CU105: Speaking up and Responding
CU106: Wrap-up of Content
Advancing Diversity, Equity and Inclusion at Cornell

Logistics

• Required for all benefits eligible staff
• Courses will be released once per month starting with Course 1 on September 8, 2020 and Course 6 in February 2021
• Staff members will have one year to complete all 6 courses
Daily Check and Surveillance Testing

Allan Bishop, AVP, Division of Human Resources
Betsy Shrier, Senior Director of Strategic Projects
Daily Check

Required:

• NYS Requirement – Complete Daily Health Assessment

• Must be completed each day an employee is reporting to a Cornell work location

• Required one-time attestation added on 8/17/20
Daily Check

Updates to the home page:

Welcome

Each of us has a part to play in preventing the spread of COVID-19. All students must complete the Daily Check every day (including weekends). Faculty, staff, and essential visitors with approval to be on the Cornell campus or in a Cornell-related facility must complete the Daily Check prior to arrival each day.

Testing Frequency
More details to come.

Daily Check
Click here to complete your Daily Check.

Report a Concern
If you observe behavior related to COVID-19 that seems unsafe – whether by New York state or Cornell requirements – you may report the conduct by using the link below.

Please include names and address if you have them as well as what you saw.

Help Maintain a Healthy Campus
Follow Cornell’s Face Covering Requirements.
Employee Surveillance Testing

What you need to know:

- All employees approved to be on campus are required to participate in the surveillance testing program.
- Regular surveillance testing will begin for faculty and staff on Sept. 2
- Testing group is determined by frequency on campus and ability to maintain physical distance (see university message sent on 8/20/20)
- Notice of testing group sent on 8/21/20 to faculty/staff. Notice of testing days will to be sent on 8/31/20.
Employee Surveillance Testing

Appointments:

Scheduling Appointments

• Each week employees will be reminded the day before their assigned testing day to schedule their appointment and reminded if they fail to do so.

• Employees will select the time and on-campus testing site each week
Employee Surveillance Testing

Appointments:

Missed appointments

• Employees who do not schedule and show up for their appointment will get a message notifying them action must be taken.

• Approach
  – Education – Importance of complying
  – Understanding – any issues/concerns
  – Loss of privileges and/or discipline
Supervisors Role

For Daily Check and Surveillance Testing:

- Model the behavior - Do your part to comply
- Remind employees of the requirements and expectations
- Talk with those who have concerns
- Recognize when things need to change
- Raise questions and concerns
Daily Check & Employee Surveillance Testing

Resources:

- Contact local HR Representative to adjust testing group and/or approval to be on campus
- Cornell COVID-19 and Reactivation Planning site
- FAQs embedded in Daily Check site
- Refer to Working During COVID-19 Employee Guidance
- Submit questions to dailycheckhelp@cornell.edu
Managing Positive Cases, Quarantine and Isolation Notifications

Allan Bishop, AVP, Division of Human Resources
Tim Fitzpatrick, Director, Environment Health & Safety
Objectives:

1. Responsibilities
   1. Employee
   2. Supervisor
   3. Local Human Resources
   4. Environment Health and Safety

2. What to Expect
Responsibilities

• Employees, supervisors and human resources representatives are responsible for reporting employees with confirmed COVID-19 test results through appropriate channels
**Employee Responsibility**

- Follow local unit procedures to notify supervisor of inability to report to work
- Do not need to share medical diagnosis.
- Immediately notify local HR of the positive result and/or order of quarantine
**Supervisor Responsibility**

- Stressful times. Be flexible and supportive.
- Immediately notify local HR of a positive case or order to quarantine/isolate.
- Do not:
  - Share confidential medical information
  - Close buildings or put warning signs up unless directed to do so by EHS or Facility Management.
  - Instruct employees to get tested or self-quarantine.
  - Conduct in-house contract tracing
    - Note: may be asked to provide information to support contact tracing
**Local HR Responsibility**

- Contact supervisor
  - Confirm awareness that employee is not able to report to work
  - Provide guidance and support to supervisor and employee
- Collect pertinent information (full name, net ID, last day on campus, date of onset of symptoms and/or testing if tested, etc.)
- Contact Environment Health and Safety, Medical Leaves Administration, and others as appropriate
Environment Health and Safety Responsibility

- Manage/Direct health and safety response
- Evaluate and make decision on whether level 3 cleaning is required
  - Building Care will conduct required cleaning
What to Expect

- **Local health department**
  - Contact-tracing process
  - Communication with close contacts
  - Order isolation or quarantine (including for PUIs, confirmed COVID-19 cases, and individuals identified as close contacts).

- **Employee will be out**
  - Quarantine = 14 days
  - Isolation = minimum 10 days

- **Cleaning**
  - Depending on circumstance – Building Care Level 3
COVID-19: Talking With Others About Behavior

Tim Marchell, PhD, MPH
Director, Skorton Center for Health Initiatives
Manager’s Role

• Role modeling: follow guidelines
• Proactively set tone and expectations
  – We’re in this together
  – Here are the behavioral guidelines (masks, distancing)
  – It’s important the we follow them (reduce risk, model for students)
• Intervening/reminding when noncompliance occurs
  – Employees, students
What People Need to Follow Guidelines

• **Knowledge** (the “what and why” of the rules and the risks of noncompliance)

• **Motivation** (sufficient emotion that leads to action, such as a sense of caring, respect, duty, obedience, or fear of COVID or sanctions)

• **Means** (e.g., access to masks)
Manager’s Role: Addressing Noncompliance

- **Observer**: “Hey, I notice that . . .”
- **Educator**: “Remember that the rule is . . .”
- **Facilitator**: “Need a mask?”
- **Motivator**: “It’s important that you . . .”
- **Enforcer**: “If you don’t . . .”
Keep in Mind Our Natural Tendencies

- We tend to attribute our own actions to the situation (Stop sign)
- But assume another’s behavior is a reflection of who they are as a person
  - If I am not wearing a mask = I forgot it at home
  - If another person is not wearing a mask = “He’s selfish.”
- More likely when we perceive people to be different from us (e.g., race/ethnicity)
- Be aware of identities and biases when approaching someone
- Assume good intent and willingness to do the right thing
Also Remember Co-Existing Crises

• Pandemic and crisis related to racial injustice
• Our population (especially grad students) is diverse
• Witnessing police violence has been traumatic for many Black individuals and other POC
• Asian/Asian American individuals may have experienced COVID-related discrimination
• Many people of color have experienced unfair treatment by authorities or by others in positions of power
• Vital that enforcement be equitable and fair
Intervention Checklist: 3 Steps

1. Notice behavior and interpret as a problem
2. Decide you are responsible for taking action
3. Say or do something
Step 1: Notice & Interpret (examples)

- **Mask**
  - Person not wearing mask indoors or outdoors near others
  - Not fully covering mouth and nose

- **Distance:** 2 or more people, less than 6 feet apart
  - Sitting at table
  - Standing in hallway
Step 2: Decide You Need to Act

- If clearly problematic, yes
- If ambiguous, use your judgment
- If hesitating, consider why?
  - Emotion? (Natural to feel awkwardness, anxiety, fear)
  - Not sure what to do
Step 3: Act

- **Connect:** “Hi, . . .”
- **Hold up mirror:** “I see that . . .”
- **Educate:** “Did you know you’re required to . . ?”
- **Script the move:** “Could you please . . ? “
- **Wait and watch**
- **Compliance**—thank you and goodbye
Step 3: Act (Distance)

• People sitting together at table
  – “Excuse me, you’re sitting a bit too close to each other. Could you please move further apart? You need to be at least 6 feet from each other.”

• Two people talking together outside a building
  – “Please remember to stay at least 6 feet apart, even if you are wearing a mask.”
Step 3: Act (Masks)

• “Excuse me, I see that you are not wearing a mask. Do you have one with you? Do you need one?”

• “Hey, I don’t know if you realize it, but your mask isn’t covering your nose. You need to cover that too. Okay?”
Step 3: Act (De-escalation)

- If someone becomes resistant and tension rises:
  - Be empathic (e.g., acknowledge compliance can be hard)
  - Use non-threatening tone
  - Avoid over-reacting to the situation
  - Ignore challenging questions/getting into argument
  - Remove yourself
Follow up

• **Consultation:** Supervisor, Human Resources
  • Circle back to employee for further education/discussion

• **Reporting:** [safetycompliance.scl.cornell.edu](http://safetycompliance.scl.cornell.edu)
  • Cornell Compact Compliance Team (reports re: students)
  • Human Resources (reports re: employees)
Thank You
for all you’re doing to help us through these challenging times.