Introduction

Mary Opperman

Vice President and
Chief Human Resources Officer
Initiatives to Support Employees

- New Benefit Customer Service Model
- Welcome and Onboarding
- Career Navigator
- Appreciation Portal
- Care.com
- Supervising@Cornell
New Benefits
Customer Service Model
and New Hire Experience

Gordon Barger
Senior Director,
Benefit Services and Administration
The Center combined the functions and expertise of HR-Onboarding, Benefit Services, and Benefits Administration. The primary goal is to provide one-stop, knowledgeable, comprehensive, compassionate experience for all customers, by phone, email or in person.

Counselors can assist with all life/career events and transitions (applicant to retirement)

- to ensure that staff understand benefit options and impacts
- to introduce potential resources available within Cornell and/or within the local community
- to be a calm, caring listener or to be a liaison to a solution
HR Services & Transitions Center (HRSTC)

**HRSTC**
395 Pine Tree Road, Suite 110
Ithaca, NY 14850

(607) 255-3936
(607) 255-6873 (fax)

hrservices@cornell.edu
www.hr.cornell.edu
New Hire Experience: Welcoming & Onboarding

1. New Supervisor’s Guide
2. Welcome Website
3. New Hire Experience and Communications
   - (In progress) Institute a 5-day Notification Period
   - HRSTC – expanded length of onboarding appointment and information covered
   - Added Community Welcome gift – connecting new hires to choice of 1 of 3 local organizations
   - Reduced total ‘touches’ from 5 to 2; streamlined messages and added branding
   - (In progress) New Hire Benefits Communication / New Hire Enrollment Guide for Workday
4. (In progress) Work with College/Unit and Hiring Departments – to ensure consistent Welcome experience
5. (In progress) Big Red Event – monthly opportunity to recognize, welcome and connect new hires
7. (Future project) New Hire Video
8. (Future project) Big Red App
Career Navigator and Appreciation Portal

Kim Babuka

Director for Compensation
Career Navigator

Use this tool to explore where you can take your career at Cornell!

If you don't have a Cornell NetID, please enter as a guest:

- CURRENT CORNELL EMPLOYEE
- GUEST

Looking for a job?

The Career Navigator shows career paths and generic position information. For employment opportunities at Cornell, go here:

- External Applicants (not already a Cornell employee)
- Internal Applicants (current Cornell employees)

How To Use Career Navigator

This presentation guides you through the Career Navigator's features and shows how you can use it to explore career possibilities at Cornell.

Career Management Toolkit

A step-by-step guide and resources to help you take charge of your career and maximize your potential!

Career Development Opportunities

Cornell offers innovative ways for you to grow your career skills and explore new possibilities. Find a mentor, or try a new role through hands-on career opportunities!
Cornell’s Staff Job Structure

14 Job Families

- Academic Support Administration
- Alumni Affairs & Development
- Athletics & Physical Education
- Auxiliary Services

- Communication & Marketing
- Facilities & Safety Services
- Finance, Budget & Planning
- Health
- Human Resources

9 Pay Bands

Staff Positions
Job Profile

- **University Job Profile**: job title
- **Job Family**: jobs sharing similar skill requirements, functions, and expertise
- **Grade**: the pay band (A to I) ranking jobs by experience, education, and responsibility
- **Pay Range**: reflects the typical range of pay encompassing external market values allowing for varying levels of complexity within each job profile; individual pay is based on position responsibilities, qualifications, experience and performance
- **Exempt/Not-Exempt**: indicates whether the job profile is eligible for overtime
Job Summary

- **Summary**: Generic job summaries that indicate the kinds of tasks and levels of complexity; your job description will differ to reflect specific position responsibilities.

- **Related Competencies**: Job related knowledge, skills, abilities and behaviors that contribute to success in this role.
**All Job Profiles**

Compare job profiles across job families.

**Individual Contributor**
primarily focus on delivering individual and team-based work

**Management**
primarily focus on managing the work and developing others
Appreciation Portal
Spot Recognition

THANK YOU
Celebrating Staff Excellence

Recognizing performance and contributions throughout the year is vital to creating an engaged and productive workforce.

Components of Performance-Based Pay at Cornell *

<table>
<thead>
<tr>
<th>Base Pay Increase Opportunities</th>
<th>Appreciation and Recognition Opportunities</th>
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<tbody>
<tr>
<td>• Merit pay improvement programs</td>
<td>• Appreciation Portal</td>
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<tr>
<td>• Position enhancement</td>
<td>o Non-monetary</td>
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<td>• Promotions: Reclassification and Selection</td>
<td>o Monetary</td>
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<td>• Equity adjustments</td>
<td>• Discretionary bonus</td>
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<td>• Informal Recognition</td>
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<td>• Special Events</td>
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<td>• University Awards</td>
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<td>• Professional Development</td>
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* Compensation-based rewards must be completed in partnership with your local HR representative
Types of Recognition

Non-Monetary

- Tagged to skills for success - #integrity, #inclusion, #vision, #communication, #initiative, #judgment, #growth
- Other recognition - #congrats; birthday, service anniversary, personal milestones, promotion

Monetary

- Also tagged to skills for success and points periodically awarded to purchase products; platform allows purchase of Cornell items and items through Amazon
- Available point options: 10, 15, 20, 25, 50, and 75
Hi Ken,

Thanks for your assistance and continued support!

Best Regards,
Cornell University Recognition

At Cornell, we are committed to cultivating a culture of appreciation that celebrates our employees’ achievements and contributions throughout the year.

Success starts on all of us.

We’ve implemented an easy-to-use appreciation system through Awardoo that allows for quick, late-night messages to peers across the university. Simply sign in and share your message, either publicly with campus or privately with the individual.

We are grateful for your dedication and commitment to Cornell. You deserve the most rewarding and supportive working environment that we can create.

If you have questions about recognition at Cornell, contact us at recognition@cornell.edu.
Care.com

Linda Croll Howell

Director for HR Analytics
The Need for Care.com

- 50% of randomly selected staff report caregiving for a child
- 19% report caregiving for an elder
- 11% are caring for both
- About 25% of FY17 new hires surveyed are not partnered
- In the 2016 Academic Worklife Survey, over 62% of female and 42% of male faculty report spending 16+ hours a week on household/ caregiving responsibilities with 28% reporting over 30 per week.

Note. The first three data points are from the Cornell Great Places to Work Survey results as of 11.30.18. The fourth point is from the FY17 New Hire Acclimation Survey. The final point is from the 2016 Academic Worklife Survey conducted by Institutional Research & Planning.
Care@Work by Care.com

Need help finding a caregiver?

Care.com is a directory service with over 24.5 million caregivers in the U.S.

- Babysitters, nannies, and tutors
- Adult and elder care providers
- Pet sitters
- Housekeepers and house sitters
- Errand runners

Website and mobile app available

MAKE LIFE WORK.
It’s easy to enroll at cornell.care.com
As of July 2018, membership is **FREE** to benefits-eligible employees and retirees

A savings of $147/year or $37/month

Learn more/sign up at [https://hr.cornell.edu/careatwork](https://hr.cornell.edu/careatwork)
Supervising@Cornell
Bringing Out the Best
in Yourself and Others

Kathy Burkgren
AVP for Organizational Development
And Talent Management
Supervising@Cornell

What it is:

On-line comprehensive supervisor self-help modules available on any computer, anywhere in the world – on-campus or remotely – for supervisors, and interested staff, with a Cornell net ID.
Supervising@Cornell

9 supervisory modules:
- 7 aligned to the Leadership Skills for Success
- Foundational Supervisory Skills
- About Cornell

1 module titled History of Cornell:
- Authored by Corey Earle and developed by HR
Supervising@Cornell

When complete will include:

- 20 messages from Cornell senior leaders
- 57 Cornell specific courses developed and tested by Organizational Development and Talent Management (ODTM) in partnership with campus subject matter experts
- 10 specifically selected eCornell courses
- 20 specifically selected Skillsoft courses
- Optional learning labs offered in a flipped classroom format
Learning labs:

• Opportunities to deepen learning once someone has completed the online courses associated with the learning lab topic

• Learning Labs will begin in April 2019 for groups of 20 or more
Supervising@Cornell

**Coming:**

- January 28, 2019
- First release will include two or more courses in each of the 9 modules and specifically selected Skillsoft courses
- Additional classes and specifically selected eCornell courses will be released in Spring 2019, Fall 2019, and through 2020
- Releasing modules in a manner supervisors can consume
Supervising@Cornell: Online Resources

Learn about: hr.cornell.edu/supervisingcornell

Enroll: culearn.cornell.edu
Introduction:

- Welcome to Supervising at Cornell
  - Create a Culture of Organizational Success
  - Make Leadership a Priority
  - Modeling Behavior
Supervising@Cornell

**Interact with Integrity:**

- Introduction by senior leaders
- Integrity@Cornell
- Becoming a Powerful Leader: Evaluating Your Leadership (eCornell)
- Navigating Your Own Emotions (Skillsoft)
- Emotional Intelligence: Owning Your Emotions (Skillsoft)
- Preventing Unhealthy Workplace Conflict (Skillsoft)
- Working Out and Through Conflict (Skillsoft)
- Adapting Your Conflict Style (Skillsoft)
  - Managing Conflict Learning Lab (1 hour in person)
  - Managing Conflict Learning Lab (1 hour Zoom)
Supervising@Cornell

Create an Open and Inclusive Environment:

- Introduction by senior leaders
- Inclusion@Cornell: Compliance, Diversity Initiative, Creating Trust, Demonstrating Respect, Inviting Ideas, Integrating Flexibility, Speak-Up, Acknowledging People
- Bridging the Diversity Gap (Skillsoft)
- Dimensions of Diversity - Countering Bias in the Workplace: The Dimensions of Diversity (eCornell)
- Understanding Unconscious Bias (SkillSoft)
- Overcoming Your Own Unconscious Biases (SkillSoft)
- Overcoming Unconscious Bias in the Workplace (Skillsoft)
  - Unconscious Bias Learning Lab (1 hour in person)
  - Unconscious Bias Learning Lab (1 hour Zoom)
- How Culture Impacts Communication (Skillsoft)
- Using Communication Strategies to Bridge Cultural Divides (Skillsoft)
  - Cross Cultural Communication Learning Lab (1 hour in person)
  - Cross Cultural Communication Learning Lab (1 hour Zoom)
- HR 200 - Respect@Cornell: Addressing Sexual Assault and Sexual Harassment (CULearn)
- HR 201 - Maintaining a Harassment Free Workplace (CULearn)
- Supporting Others in Distress
- Wellbeing@Cornell
- Worklife Balance and Flexibility
Empower Staff to Act and Take Initiative:

- Introduction by senior leaders
- Initiative@Cornell
  - Encourage Anticipatory Thinking, Actively Support Others, Using Mistakes, Balancing the Need for Input and Action, Provide Clear Directions and Expectations, Deliver Results
- Risk Taking
- Thinking Critically: Drawing Conclusions with Confidence (SkillSoft)
- Effectively Directing and Delegating as a Manager (Skillsoft)
- Examine the Drivers of Engagement (eCornell)
- Positive Atmosphere: Establishing an Engaged Workforce (Skillsoft)
Communicate Clearly and Consistently:

- Introduction by senior leaders
- Communication@Cornell
- Be a Better Listener (SkillSoft)
- Setting Expectations
- The Art and Science of Communication (SkillSoft)
- Displaying and Planning Mindful Communication (eCornell)
- Decision Making Moxie
- Assess Your Decision (eCornell)
- Account for Biases (eCornell)
Inspire and Articulate a Shared Mission & Vision:

- Introduction by Senior Leaders
- Vision@Cornell
- Connecting Staff
- Engaging Teams
- Managing Change
- Consider What It Means to Be a “Change Agent” (eCornell)
- Develop Your Agenda for Change (eCornell)
- Define Engagement (eCornell)
- Using the Drivers of Motivation (eCornell)
- Resolving a Suspected Motivation Problem (eCornell)
- Align Your Network (eCornell)
- Understanding and Managing Staff Culture
- Process Improvement
Display Sound Judgment in Problem Solving:

• Introduction by Senior Leaders
• Judgment@Cornell
• Financial Stewardship and Ethical Conduct
• Decision Making Models
• Sustainability Bottom Line Decision Making
• Assessing the Sustainability Competency of Employees
• Risk Management: Audits Perspective
Be A Great Coach:

- Introduction by senior leaders
- Growth@Cornell
- Coaching for Success (May 2019)
- Developing Goals (May 2019)
- The Delegation Process (SkillSoft)
- Delegation: Supervisor and Encourage (SkillSoft)
- Use Delegation to Develop Your Team (SkillSoft)
- The Power of Feedback: Giving and Receiving
- Recognition and Awards
- Online tools for development
- Mentoring
- Fostering Mentoring relationships (SkillSoft)
- Creating a Coaching Culture
Supervising@Cornell

Foundational Supervisor Skills:

- Introduction by Senior Leaders
- Recruitment, Hiring, Compensation, Retention and Best Practices
- Welcoming New Employees
- Workday Talent Functionality
- Workday Training with Wage and Hour
- Time Away from Work
- Discipline
- Performance Management Process and Practice
- Ombudsman
- Creating a Talent Management Culture
- Learning about Online Tools
- Running Effective Meetings
- Disability Accommodation
- Sexual Harassment
- FSAP
- Ombudsman
- Benefits
Supervising@Cornell

Understanding Cornell:

• Introduction by Senior Leaders
• Understanding the Academic Mission
• Understanding the Business of Cornell by Paul Streeter
• The development, change, and creation of policy by Madelyn Wessel
• University Culture
• University Structure
• Contracts and Collective Bargaining Agreements
• OSHA Regulations
• Emergency Planning
• Data Protection
• University Vehicle Use
• Event Management
Cost of 9 Modules:

$35 per person per module, or $315
History of Cornell: Authored by Corey Earle

- Land Grant Mission
- The Founders and The Founding
- First American University
- Any Person: Student Diversity
- Any Study: Academic Innovation
- The Big Red and The Ivy League and Big Red Athletics
Cost of History at Cornell:

$35 per person
Lastly:

- Participants can take courses at their own pace.
- There are no exams and this is intentional. It is about each person increasing their knowledge.
- Can RELAUNCH a course an unlimited number of times.
- One last CRITICAL piece of advice, testers have found the modules work best with certain browsers:
  - Chrome
  - Firefox
  - Microsoft Edge

Internet Explorer is NOT recommended.
Making Workday Work for You

Seth Brahler
Senior Director, HRIS
My Team Management
Workday Opportunity Graph
Job Profile Details for Opportunity Graph
11482 - Instructional Tech Spec IV

The activities of several learning technology areas and initiatives to build comprehensive strategies for applying technology in teaching.

Track and analyze technology needs by examining faculty/staff satisfaction levels.

Collaborate with clients to identify and deploy appropriate technology for education, resolve issues related to technology use in teaching, including application assessment, pedagogy, deployment methodologies, integration strategies, etc.

Provide strategic learning technology direction and influence larger learning technology decisions as they affect the entire campus.

Act as a liaison with other institutions, campus organizations, vendors, and committees.

Plan, organize, and develop technology for teaching curricula, materials, and programs to meet specific educational needs.

Evaluate and analyze classroom technology and partners with faculty to provide input for course technology needs.

Work with facility to ensure technology needs are current and relevant to teaching methods.

Provide guidance to faculty/staff in the most effective use of technology in the classroom/facility.

Qualifications

<table>
<thead>
<tr>
<th>Competencies</th>
<th>Work Experience</th>
<th>Education</th>
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<tbody>
<tr>
<td>Adult Learning: Theory and Practice (Level 3 - Extensive Knowledge)</td>
<td>Relevant Work Experience</td>
<td>Bachelor's Degree</td>
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<tr>
<td>Curriculum Design (Level 3 - Extensive Knowledge)</td>
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<tr>
<td>Instructional Design and Development (Level 3 - Extensive Knowledge)</td>
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<tr>
<td>Training Technologies (Level 3 - Extensive Knowledge)</td>
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</tbody>
</table>

Qualifications 1 Item

Add To Job Interest

All Employees in Role

4 Items

- Donna B. Taken
- M Scott Walters
Growth at Cornell

Talent Management
Experiential Development Opportunities (EDOs)
Mentoring
Talent Management and Experiential Development Opportunities (EDOs)

Maria Wolff
Senior Consultant, Talent Management
Talent Management at Cornell

The commitment to recruit, hire, retain and develop talent in a way that matches individual career interests with the needs and priorities of the university.
Career Development Strategy

Employee 80%

Management 10%

Organization 10%

Support & Encouragement

Tools & Resources
# TALENT PROFILE

<table>
<thead>
<tr>
<th>Name:</th>
<th>Current Position:</th>
<th>Manager:</th>
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# CAREER GOALS

<table>
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<tr>
<th>ACTION PLAN</th>
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<tbody>
<tr>
<td>Career Aspirations</td>
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# ENGAGEMENT

<table>
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<tr>
<th>INTERESTS</th>
<th>OPPORTUNITIES</th>
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<tbody>
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<tr>
<td>CAREER ASPIRATION QUESTIONS</td>
<td>ENGAGEMENT QUESTIONS</td>
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<td>----------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1. What are your career aspirations? (i.e. future interests, next steps in your career)</td>
<td>1. What do you like most about your current role?</td>
</tr>
<tr>
<td>2. Where do you see yourself in 2 years?</td>
<td>2. What do you want to do more of in your role?</td>
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<tr>
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<td>3. What do you like least about your current role?</td>
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<td>4. If you could change 3 things about working here, what would you change?</td>
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<tr>
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<td>5. What motivates you to perform well?</td>
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<tr>
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<td>6. Do you feel informed and involved in your team?</td>
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</tbody>
</table>
Find Development Opportunity
What is an Experiential Development Opportunity?

"hands-on" training experiences, generally short-term or project-based assignments

EDOs typically fall under two categories:

• **Skill Development**: where you can learn new skills to enhance work similar to your current level of responsibility.

• **Leadership Development**: where you can gain experience in a role with advanced or broader responsibilities compared to your current position.
Examples of Experiential Development Opportunities

- Stretch Assignments
- Coaching Others
- Projects
- Committees
- Task Forces
- Mentor Relationships
- Community Volunteerism
- Cross Training
- Shadowing
- Presentations
- Rotations
- Job Swapping
Contact

Maria Wolff
Organizational Development and Talent Management
mw284@cornell.edu
Mentoring

Kathy Burkgren
AVP for Organizational Development And Talent Management
Cornell Colleague Connections: Staff Mentoring

What it is:

A tool to help staff build networks and make connections.

A self-directed, self-matching program that allows participants to find the right mentor or mentee for them.
Features Include:

- A visual directory and networking
- Scheduling tools
- Built in video chat
- Calendar integration with automated reminders and notifications to keep participants engaged
- Library of resources
It’s flexible:

- Participants can sign up to be a mentor, a mentee, or both.
- Once you, or your staff, have created an account, connections can be made with others who have created an account.
Once you have created an account, you can:

- Connect with people on a one-time basis.
- Make as many connections as you like with individuals across campus.
- Establish an ongoing mentoring relationship.
Sign up for Colleague Connections at:  https://cuelinks.cornell.edu
Click “Join The Community.”
Overview

Welcome to Cornell Colleague Connections

MY DASHBOARD

BROWSE THE NETWORK
Easily discover and search for colleagues to provide professional advice

OPEN YOUR INBOX
Read my messages, start a video call, or schedule/cancel a meeting

INVITE COLLEAGUES
Invite your colleagues to join the program
For questions about Cornell Colleague Connections Staff Mentoring, contact:

Deb Billups
Organizational Development and Talent Management
dav5@cornell.edu
(607) 254-1176
Additional Resources
Find Out More

Ashley Fazio
Director of Communications
HR Manager’s Forum Page

Staff Conversations
October - December 2018

HR Manager’s Forum
The HR Manager’s Forum is a community meeting for Cornell supervisors and managers designed to share important information about programs and services that support you and your staff.

We hope you can attend in person so that we can answer questions and hear your feedback! If you can’t make it in person, the event will be live-streamed and recorded (details below).

Questions or ideas for future forums? Please contact Kathy困難. AVP for Organizational Development and Talent Management

HR Manager’s Forum December 7, 2018
9:00 – 10:30 am, Kerr Auditorium, Kennedy Hall

Manager’s Toolkit

Quick links to the tools and resources you need to assist management at Cornell.

- HR Tools
- Staff Support

Download presentation slides (pdf)
Download accessibility-optimized presentation (.doc)
Workforce Tools

Supporting Cornell’s Faculty and Staff

Browse our resources designed to help you engage and support our workforce. Some content may require authorization.

HR News & Updates

I want to...

- Workday Time Tracking
- Religious holidays, observances, and accommodations

Log In:
- Workday
- HR Online

Take me to...
HR Vision & Priorities

HR Pillars and Priorities

We're focused on creating an ideal workplace for our employees - and here's how we're doing it.

Our Vision
The best staff and faculty in the world choose Cornell.

Our Mission
To collectively support an environment of inclusive excellence in scholarship where students, staff, and faculty of Cornell learn, work, and live as a community.

Our HR Community Structure
The HR Community includes members from both the centralized Division of the Vice President and Chief Human Resources Officers, and the Human Resources departments dedicated to the colleges and units. This dual organizational structure provides our HR Community with a vast breadth of information about our workforce, and enables us to share knowledge and expertise to make decisions and implement initiatives that are in the best interest of our large, varied, population.

Our Pillars, Priorities, and Projects
Our Human Resources work is anchored by four pillars - Belonging, Effectiveness, Stewardship, and Talent - which we recognize as central to an ideal workplace for our employees. These pillars in turn, serve as the cornerstone for our annual priorities and projects.

PILLAR ONE
Increase the genuine sense of belonging of employees and retirees to Cornell

We are committed to embedding “One Cornell” in our workforce culture, and creating a workplace that allows all of us to be our best, most authentic self.

• “Belonging” priorities and projects
New Easy Share Function

Just click to share to an email or social media – no need to copy & paste!

Works from your phone, too!
Follow Working@Cornell on Facebook!

For announcements, events, career tips, and more

Also see:
- Career/Life Digest
- hr.cornell.edu/news-and-announcements
- hr.cornell.edu/events
- news.cornell.edu/pawprint-staff-news
Q & A

Mary Opperman

Vice President and Chief Human Resources Officer
Announcements
Thank You