



Managers' Forum: June 17, 2019

Content from Powerpoint Presentation Slides

Slide 1: Title Slide

HR Managers' Forum, June 17, 2019

Image: view of flower garden in bloom behind A.D. White building

Slide 2: Welcome

Mary Opperman, Vice president and chief human resources officer

Photo: purple daisy closeup

Slide 3: Agenda

Welcome	Mary Opperman
Consensual Relationships Policy	Pam Strausser
NY State Harassment Training	Chantelle Cleary
Duty to Consult	Chantelle Cleary
Real-Time Service Awards	Ashley Miller
Successful Performance	Kathy Burkgren
Q&A	

Photo: bluebells closeup

Slide 4: Consensual Relationships Policy

Pam Strausser, Academic HR

Photo: two men walking past Sage Hall

Slide 5: Policy 6.3 Consensual Relationships Policy

What? This policy prohibits consensual relationships in 3 circumstances to protect a student or post graduate's (as defined by the policy) ability to pursue academic, training, research or professional interests, free from fear, bias and coercion.

Why? Relationships between people with different academic authority or professional power may:

- Be less consensual than the person in academic/professional authority believes
- Compromise the integrity of mentorship, academic or professional supervision or evaluation
- Lead to complaints from others about workplace favoritism, bias, or workplace climate

Who? The policy applies to all faculty, students and staff at all Cornell's Ithaca-based locations, Cornell Tech Campus and Weill Cornell Medicine locations.

Where? The policy is applicable to relationships between faculty, and staff, with students, irrespective of where those relationships take place.

Slide 6: Prohibited Consensual Relationships

1. Faculty members are prohibited from having consensual relationships with undergraduate students.

2. Any member of the Cornell community is prohibited from exercising authority over a student or post graduate with whom they are currently having, or have had, a consensual relationship.
3. A faculty member or other individual is prohibited from having a consensual relationship with a student or postgraduate over whom they have authority or is likely to do so in the foreseeable future.

* Consensual relationships can be sexual or romantic.

Slide 7: Some Consensual Relationship Policy Definitions

“Faculty”: visiting, courtesy, acting, adjunct, clinical, affiliate or emeritus, librarians, lecturer, research, extension titles and any other Cornell academic titleholders except post graduates.

“Student”: Any undergraduate student, graduate student, high school student, student intern, or other individual engaged in an educational or academic program at Cornell.

“Postgraduate”: A post-doctoral fellow, post-doctoral associate, visiting critic, or visiting fellow, veterinary intern or resident or medical intern, resident or fellow.

“Position of Authority”: Any position that exercises academic or professional authority over students or postgraduates. For example:

Course grader, teaching assistant, or teacher of a training/ program attended by a student or postgraduate, supervisor of student employed on campus (work-study or otherwise). Member of a student athlete’s coaching staff, including volunteer coaches.

Slide 8: Consensual Relationships Disclosure or Reporting

Disclosure should be as prompt as possible. It is the responsibility of faculty member or other person in authority. Disclosure must be made when:

- The person in authority finds him/herself in a prohibited relationship.
- A consensual relationship develops that is not prohibited but might become prohibited as a graduate or professional student’s educational pursuits evolve.
- A relationship existed prior to either or both parties coming to Cornell.
- A relationship existed prior to an individual assuming a position of authority over the student or post graduate.
- The person in authority and the student or post graduate are affiliated with the same field or degree program but have no academic/working relationship and none is expected.

Can be made online [Consensual Relationship reporting](#). Disclosure sets in motion a Recusal Plan.

Slide 9: Recusal Plan

- Identifies conflict of interest and creates a Plan to eliminate it
- Identifies individuals responsible for enforcement
- Sets terms for Plan review and renewal
- Identifies individuals (in department, lab etc.) who will be advised of the plan
- Includes signatures of those involved in the Consensual Relationship

Academic HR

- Determines Recusal Plan necessity *in consultation with appropriate campus colleagues*
- Oversees Recusal Plan development
- Informs the student or post graduate of disclosure, seeks input on the Plan from those involved in the consensual relationship
- Obtains approvals and signatures from those involved in the relationship
- Maintains records and monitors compliance and effectiveness

Slide 10: Policy Violations

- Failure to disclose in a timely manner
- Failure to adhere to Recusal Plan
- Participation in prohibited relationship
- Retaliation against someone reporting prohibited relationship (disclosed or not)

Subject to discipline up to and including termination/expulsion

Consensual Relationships may be reported by those not involved to an individual's supervisor, to Unit HR, to Academic HR acad_hrreporting@cornell.edu by phone 255-4735, or reported online [Disclose or Report a Consensual Relationship](#)

Slide 11: Some Frequently Asked Questions

1. Are relationships with undergraduates still prohibited if the undergraduate is older than the traditional age?

Yes.

2. Are Post Docs prohibited from consensual relationships with students in the same lab or program?

Prohibited with undergrads. For grad students -- prohibited if the Post Doc is in a position of academic or professional authority. For Post Docs – prohibited if they are in a position of academic or professional authority with undergraduate or graduate students.

3. I use dating websites and I'm wondering what I should do if I become involved in a consensual relationship and later learn that the relationship is in violation of the policy?

Contact your unit HR representative if you are a staff member or faculty member. If you are a student, contact the student services office in your college or the Director of Graduate Studies. If you are a post graduate, contact your supervisor or the unit HR representative.

If you have questions about how the policy might apply to a situation in your unit, contact Academic HR 255-4735 or Email acadhr_reporting@cornell.edu

Slide 12: Supervisor's Role in Consensual Relationship Policy

Contact your unit HR representative if you know of a consensual relationship between a faculty or staff member with a student and want to be sure if it has been disclosed.

Contact Academic HR if you have any questions about the policy, or about whether a relationship requires disclosure.

Slide 13: Policy 6.4, the Duty to Consult, and NYS Sexual Harassment Training

Office of Institutional Equity and Title IX, June 17, 2019

Photo: McGraw Tower and Olin Library from Libe Slope on sunny day.

Slide 14: Cornell University Policy 6.4

Cornell University is committed to providing a safe, inclusive, and respectful learning, living, and working environment for its students, faculty, and staff members. To this end, through Cornell University Policy 6.4, the university provides means to address bias, discrimination, harassment, and sexual and related misconduct, including gender-based harassment, sexual harassment, sexual assault, domestic and dating violence, stalking, and sexual exploitation.

We share the responsibility for creating a safer, more caring campus culture in which bias, harassment, and violence have no place—and every member of our community is free to flourish. Cornell University complies with applicable state and federal statutes, including Title IX of the federal Higher Education Amendment of 1972.

Slide 15: Cornell Policy 6.4 – Prohibited Bias, Discrimination, Harassment, and Sexual and Related Misconduct

Sets forth the university's processes governing questions, concerns, and reports of bias, discrimination, harassment, and sexual and related misconduct, and investigations and resolutions of claims of prohibited conduct.

The university has designated different types of prohibited conduct as well as procedures for resolution of reports under Policy 6.4 that correspond best with the university's different constituencies: [students](#), [staff](#), and [faculty](#).

Slide 16: Policy 6.4 Prohibited Conduct

The “**Procedures for the Resolution of Reports Against Students**” and the “**Procedures for the Resolution of Reports Against Employees**” prohibit:

- Dating violence
- Domestic Violence
- Sexual assault
- Sexual exploitation
- Protected status harassment, including sexual harassment
- Stalking
- Aiding Prohibited Conduct
- Attempting to Commit Prohibited Conduct
- Retaliation
- Violating an interim measure

The “**Procedures for the Resolution of Reports of Prohibited Discrimination Against Staff**” and the “**Procedures for the Resolution of Reports of Prohibited Discrimination Against Faculty**” prohibit:

- Prohibited Discrimination
- Retaliation

Slide 17: Faculty and Staff Duty to Consult on Potential Sexual and Related Misconduct Involving Students

All Cornell faculty and staff members, with the exception of “Confidential Resources,” are required to consult with the Office of Institutional Equity and Title IX when they become aware of an alleged incident of sexual and related misconduct under Policy 6.4 that involves a student as either the complainant or respondent.

Slide 18: Supervisor Duty to Respond to Sexual and Related Misconduct in the Workplace

All Cornell supervisors and managers members must take all reasonable actions to report and respond immediately to any reports or observations of sexual harassment that may impact an employees working environment. Reports of such conduct should be made to the Office of Institutional Equity and Title IX.

Slide 19: Private versus Confidential

All Staff and Faculty should maintain individuals’ privacy to the greatest extent possible, but most also have a duty to consult with the Title IX coordinator.

PRIVATE: All non-confidential resources (*most* staff and faculty) should maintain an individual’s privacy to the greatest extent possible, sharing information only with the Title IX Coordinator

CONFIDENTIAL: Limited to:

- Cornell Health Services
- Faculty and Staff Assistance Program
- Cornell United Religious Work
- Chaplains
- Cornell Victim Advocates
- Director of Women's Resource Center
- Director of LGBT Resource Center
- University Ombudsman

Slide 20: Responding to Observed or Reported Instances of Prohibited Conduct

AID:

A = Actively Listen or Observe

I = Inform

D = Duty to Consult

When you observe or receive a disclosure of sexual or related misconduct involving a student or affecting the workplace, stop what you are doing and actively observe or listen.

Where appropriate, inform the person who is disclosing their experience of their rights and options for support and for reporting. Further inform them that you will also be sharing their conversation with OIE and TIX.

Satisfy your Duty to Consult. If you are unsure, then please consult with a member of OIE and TIX to determine if a report is required.

Slide 21: How to Consult/Report

Either of the below options satisfies the Staff and Faculty Duty to Consult

Image: computer icon

Fill in the online reporting form. Visit biasconcerns.cornell.edu to submit information to the Office of Institutional Equity and Title IX

Image: person bringing document to person seated at desk icon

Contact the Title IX Coordinator. Call 607-255-2241. Email titleix@cornell.edu. Meet in person at Day Hall.

Be prepared with the name, date, time, location, and description of incident (if known).

Slide 22: What Happens When a Report is Made

The Title IX office offers support, guidance, and information to staff and faculty, departments, and the student.

- **The student who experienced the prohibited conduct receives an explanation of student rights, options, the process (including availability of law student procedural advisors)**
 - Initial outreach from the Title IX Coordinator
 - Informational Meeting
 -
- **Assistance in accessing services and accommodations is offered:**
 - Counselling, advocacy, or medical services
 - Academic support and accommodations (class schedules)
 - Job assignments and accommodation (work schedules)
 - Campus housing

- Escort and transportation services
- **Cornell may institute protective measures including:**
 - ‘No-contact’ orders
 - Temporary suspension (if a formal complaint occurs)

Slide 23: What Does NOT Happen When A Report is Received

When a student consults with the Title IX office, it DOES NOT trigger:

- A report to the police
- Contact with parents, coaches, advisors, etc.
- A formal complaint or notice to any other party

Cornell strongly supports a complainant’s desire for confidentiality or decision not to pursue resolution under Policy 6.4.

- If they decide not to file a complaint, the University will honor the request, as long as doing so does not impact the University’s ability to provide a safe and non-discriminatory environment.
- If they decide to file a formal complaint, the Title IX Coordinator will initiate a prompt, fair, and impartial Investigation and adjudication process.

Slide 24: NYS Required Sexual Harassment Training

WHO: All Employees of the University
WHAT: Maintaining a Harassment Free Workplace
WHERE: CU Learn- HR 202
WHEN: Annually
HOW:

Slide 25: NYS Required Sexual Harassment Training (2)

Screen shot: CULearn HR 202, Maintaining a Harassment Free Workplace

Slide 26: Key Cornell Resources

- Cornell University Police, 607.255.1111 or 911; Emergency Response
- Title IX Coordinator, 607.255.2242; titleix@cornell.edu; reporting and consultation
- Victim Advocate, 607.255.1212; confidential Cornell advocacy service
- Faculty and Staff Assistance Program (FSAP), 607.255.2673; confidential consultation and support for work/life issues
- Cornell Health Services, 607.255.5155; confidential medical and mental health care, 24/7 phone consultation
- The Advocacy Center, 607.277.5000; Ithaca’s confidential sexual and relationship violence hotline
- Crisisline, 607.272.1616; Ithaca’s confidential suicide prevention hotline
- Sexual Harassment and Assault Response and Education, share.cornell.edu; care, support and resources
- Office of the Title IX Coordinator, titleix.cornell.edu; procedure, resources

Slide 27: Key Community Resources

- The Advocacy Center 24/7; 607.277.5000, 24/7 Hotline; 607.277.3203, M-F Office line; domestic violence and sexual abuse services, Ithaca’s confidential sexual and relationship violence hotline; www.theadvocacycenter.org
- Tompkins County: 607.274.5610, Child protective services; 607.216.6640, family court; 607.274.5461,

district attorney's office; 607.272.7487, assigned counsel program

- Sexual Assault Nurse Examiner Program (SANE) at Cayuga Medical Center: 607.277.5000, advocacy center hotline; 607.274.4411, CMC emergency room
- NY State Child Abuse Hotline: 1.800.342.3720, general number; 1.800.635.1522, mandated reporters
- NY State Domestic Violence Hotline: 1.800.942.6906, English; 1.800.942.6908, Spanish
- When you need help finding help: call 211

Slide 28: Thank You for Your Attention

Please get in touch with any questions

Photo: nighttime view of Cornell campus and lake

Slide 29: Roll Out of Real Time Service Awards

Ashley Miller, Employee Recognition Programs Coordinator

Photo: fireworks exploding behind McGraw tower

Slide 30: Service Awards

Current program: University wide recognition

- Annual Spring Program
- Awardees of 5 – 50 years of service; 5 year increment:
 - Receive certificates in spring
- Awardees of 20-50 years of service; 5 year increments
 - Receive points in spring
- Awardees 25 – 50 years of service:
 - Invited to annual dinner celebration in June

Slide 31: Service Awards: What is changing?

- **July 1:** Implementing real time Service Award recognition
- Points released in real time on a rolling basis
 - Example: September 15th anniversary date
- **All** employees celebrating a milestone receive notification via email from the portal
- Managers receive a notification email from the portal
 - 7 days prior

Slide 32: Message for 5 – 10 – 15 Years

Image: screen shot of email message with Cornell logo banner, "Thank Your for Your Service"

Ashley,

Cornell staff members support the university's mission of teaching, research and public engagement and carry out essential functions that help to make Cornell one of the world's best research universities. As we recognize your important work anniversary this year, please know that I am grateful for all you do for Cornell. Thank you!

Martha E. Pollack

President

On behalf of the Division of Human Resources, we want to congratulate you on your XX-year service anniversary. It gives us great pleasure to recognize your achievements and to extend a very sincere "thank you" for your many contributions to your workplace and our university community.

Sincerely,

Mary Opperman

Vice President and Chief Human Resources Officer

Slide 33: Message for 20+ Years

Screenshot with same message as previous slide, with additional paragraph from Mary:

As a token of our appreciation, you've been awarded XX points to spend through our recognition portal, which you can use to redeem gifts from Amazon or the Cornell Store. Thank you for being such an important part of our Cornell community!

Also a gray sidebar on email message with gift claim redemption instructions

Slide 34: Message to managers

Screenshot with Cornell logo banner "Service Award Reminder"

Ashley,

This is a notification that an individual you manage is being recognized for hitting an important service milestone.

We have rolled out a new recognition portal that they will use to redeem points for gifts from Amazon or the Cornell Store. It is completely self-service and very easy to use. The Cornell Appreciation Portal consolidates length of service recognition with the just-in-time kudos and spot recognition, allowing employees to combine their recognition points across programs.

They will receive instructions on how to log into their personalized portal at cornellappreciation.awardco.com. We, along with the vendor, Awardco, will provide support as they navigate the new system.

Please join us in recognizing Ashley Fazio!

Recognition date: 2/25/2019

Service Year: 10

Points Awarded: XX

If you or Ashley have questions related to their anniversary date or credited service, please contact your college or unit Human Resources representative.

Technical support and questions about our new service recognition portal should be directed to support@awardco.com

Sincerely,

The Cornell Recognition Team

Manager, Employee Outreach and Events

Service_awards@cornell.edu

Slide 35: Service Awards: What is staying the same:

- Certificate process
- Campus wide recognition dinner: June

Slide 36: Read – Share - Do

- READ:
 - Check out the service award website

- Awardco portal
- SHARE:
 - Let your staff know this is coming and that it impacts them if they have an anniversary coming up
- DO:
 - Visit the Awardco website
 - Determine how you're going to celebrate
 - Who has an anniversary coming up?
 - Anticipate the common questions
 - When will I receive my certificate?
 - When is the campus wide recognition dinner being held?
 - When will I receive my points?

Slide 37: Resources

- Human Resources Representative
- service_awards@cornell.edu
- recognition@cornell.edu
- Cornellappreciation.awardco.com (Portal homepage)

Slide 38: President's Awards for Employee Excellence

Accepting nominations now!

Recognize high performing staff

Check out the program: hr.cornell.edu/excellence_awards

Image: Banner with trophy, "Do you know a Cornell employee Rockstar? Nominate them for an Employee Excellence Award!"

Slide 39: Contact Information

Amp87@cornell.edu

Slide 40: Supervisor's Role for Successful Performance@Cornell

Lead the development and alignment of goals, continuously coach and provide on-going feedback to develop and advance individuals and therefore help them and Cornell thrive.

Dr. Kathryn Burkgren

AVP Organizational Development and Talent Management

Photo: aerial view of round green seating area in Gates Hall

Slide 41: Performance@Cornell includes on-going:

- **Planning**
...Coach-feedback-coach
- **Assessment**
...Coach-feedback-coach
- **Recognition**
...Coach-feedback-coach
- **Talent Development**
...Coach-feedback-coach

Graphic: 4 colorful arrows in circular shape

Slide 42: As supervisors, our role is to:

- lead in aligning employee responsibilities to university, college/unit goals and objectives
- coach and provide feedback for development and successful performance within each stage of the performance process.

Photo of Ho Plaza in springtime with flowers

Slide 43: Planning

- Align unit work in terms of major outcomes and how it supports the mission of the college/unit and the university
- Establish college/unit goals
- Align employee's position with college/unit goals and objectives
- Base performance expectations and measures on job description, goals, and Skills for Success/Leadership Skills for Success

Image: icon of arrow hitting bullseye in target

Slide 44: Coaching for Performance

The goal of on-going coaching and feedback is to have meaningful conversations throughout the year:

- Share how the employee is performing against expectations, acknowledging the good and unacceptable performance.
- Coach for development by asking the employee questions to help them grow, refraining from providing them the answers.
- Share timely, productive and constructive feedback, preferably face-to-face with specific examples.
- Communicate how their performance aligns to the Behaviors and Results Matrix

Slide 45: Tools to help you coach for success

- Behavior and results matrix

[Behaviors and Results Matrix - Cornell University](#)

- Skills for Success

<https://hr.cornell.edu/professional-development/performance-0/skills-success>

- Ratings free Performance Dialogue

<https://hr.cornell.edu/workforce-tools/organizational-and-workforce-development/performance-management-process/writing>

Slide 46: Developing Goals

SMART Goal Model

- **S**pecific
- **M**easurable
- **A**ccountable
- **R**ealistic
- **T**ime-bound

Image: icons of target, graph, humans, venn diagram, calendar

Slide 47: Goal Template

Goal	Advance on-line learning at Cornell, making a curriculum available 365 days a year, 24/7 on every employee computer anywhere they work
Objective	By January 2019 design, develop, and launch on-line curriculum and content for Cornell supervisors and employees to advance their learning
Accountable	Jennifer Fonseca – lead, Organizational Development team
Actions/ Tactics	<p>Meet with Subject Matter Experts (SMEs), leaders and staff to determine curriculum content in October 2017.</p> <p>Develop a timeline to develop and deliver the curriculum by November 2017.</p> <p>Develop a communication plan to include socializing, gaining buy-in for direction and content, and marketing the curriculum prior to launch by January 2017.</p> <p>Research content and meet with SMEs to develop objectives and scripts for each module in the curriculum from October 2017 through Fall 2019.</p> <p>Invite Cornell senior leaders to introduce content and record intros in Spring 2018.</p> <p>Develop content in Captivate and other elearning software.</p> <p>Partner with HRIS to create an integration between Skillsoft and CU Learn by December 2018.</p> <p>Partner with eCornell to create an integration between eCornell and CU Learn by Fall 2019.</p> <p>Invite individuals to record voice over for various content (on-going).</p>
Deliverable	First content launched in January 2019 with continual releases in Fall 2019, Spring 2020 through Spring 2021.

Slide 48: Aligning Goals in Workday

To do → You and your employees can enter and track goals in Workday by clicking the Performance section of your profile

This calendar year:

- 10,178 goals have been identified in Workday by 3,966 employees.

New this years:

- “Organization Goals” allow people to tie employee goals to one of President Pollack’s goals.
- There are 752 goals that support President Pollack’s goals of:
 - Educational Verve
 - One Cornell
 - Academic Distinction
 - Civic Responsibility

Slide 49: In Workday

Screenshot of Workday: Individual Goals tab, view goal: Diversity and Inclusion; description: look for and attend cultural diversity development training and provide time for my staff to do the same. Status: in progress. Supports: Civic Responsibility (Public); due date: 1/1/20; Associated Reviews: Performance Dialogue

Slide 50: Questions?

Contact: Tanya Grove
TL40@cornell.edu

607-254-2769

Photo: repeat image of Ho Plaza and flowers

Slide 51: Q&A

Mary Opperman, vice president and chief human resources officer

Photo: evening view of Johnson Museum of art outdoor ceiling light show

Slide 52: Announcements

Photo: Cornell seal on red wall

Slide 53: Thank You

Photo: waterfall and tree branches in sunlight