



Welcome!

Managers Forum

June 11, 2021

Moderator:

Kathy Burkgren

AVP, Organizational Development
and Effectiveness

Announcements

Advancing Diversity Equity and Inclusion (ADEI) Course 6 will be released soon.

- [CULearn.cornell.edu](https://cuelearn.cornell.edu)
- CU106: Your Commitment to Advancing Diversity, Equity, and Inclusion
- Please support your staff in managing their time to complete the courses by September 8, 2021.

Juneteenth

- Second year that Cornell has observed as a staff holiday
- **Actual:** Saturday, June 19; **Observed:** Friday, June 18



Repopulation Planning

Allan Bishop

AVP Human Resources

What's new



- **University-wide Principles released**
 - Colleges and units determine how they approach repopulating campus and the appropriate level of ongoing flexible or remote work for their employees.
- **SFG and HR meeting bi-weekly**
 - Colleges and units are sharing information about repopulation by functional area, beginning with in-person instruction & student services.

Guidance for Returning Employees

- Notifying employees of a change in status
- Requesting on-campus permission for employees
- Knowing and sharing requirements of working on-campus
- Supporting Employees' wellbeing
- Handling accommodations

<https://hr.cornell.edu/covid/campus/supervisor-guidance-returning-employees>

Requirements for Working On-campus

- **Training:** Complete EHS 2019 - Return to Campus Health and Safety Training.
- **Daily self-monitoring:** Complete Daily Check each day before arriving on campus regardless of vaccination status.
- **Testing:** Participate in Cornell's surveillance testing program, unless fully vaccinated.
- **Proof of vaccination:** Provide proof of vaccination through the Daily Check.
- **Face coverings/physical distancing:** Comply with university public health requirements.

<https://hr.cornell.edu/covid/on-campus/working-campus>



University public health requirements

Public Health Requirements, Effective June 1	Fully vaccinated faculty and staff*	Unvaccinated faculty and staff**
Maintain 6-foot physical distance with others, when possible.	Not Required	Required
Wear a mask when indoors.	Not Required	Required ***
Wear a mask outdoors when gathering in groups of any size on Cornell property where physical distancing is not possible.	Not Required	Required
Complete the Daily Check health assessment each day before arriving on campus or accessing campus facilities.	Required	Required
Participate in surveillance testing.	Not Required	Required
Utilize supplemental testing as needed.	Optional	Optional
Complete supplemental testing following domestic or international travel .	Not Required	Required
Vehicle occupancy.	Full Occupancy	Reduced Occupancy (see Cornell Vehicle Occupancy Guidelines)

<https://covid.cornell.edu/faculty-staff/public-health-requirements/>



Flexible Work

Linda Croll Howell

Senior Director of Employee Experience

Cornell's Flexible Work Foundation

- Remote work is part of Flexibility in the Workplace, which Cornell has always supported.
- The [Flexibility in the Workplace Policy 6.6.13](#), is still active and should continue to be utilized.
- Due to COVID limiting community support services, the childcare requirement has been temporarily waived.
- Formal flexible work agreements will be captured through a Workday solution coming this fall.
- Decisions based on:
 - The requirements of the position
 - Priorities of the unit
 - The individual's ability to successfully perform the work and likelihood of success in the requested flexible work arrangement
 - The potential impacts of the flexible work arrangement on co-workers, customers, and the overall department

Cornell's Flexible Work Principles

- Flexible work decisions are at the discretion of a college/unit's leadership and are not grievable.
- The flexible work arrangement is appropriate for the position. This includes the work itself, the people served by the work, and department, unit, and university missions.
- The flexible work arrangement will have either a beneficial or net-neutral impact on the educational, research and outreach missions of the university and the priorities and goals of their respective college or unit.
- The process for evaluating flexible work requests is equitable.
- Flexible work decisions are made without bias or favoritism.

Cornell's Flexible Work Principles (cont.)

- A flexible work arrangement will not cause an ongoing net hardship or a lesser experience for colleagues, students, etc.
- Flexible work arrangements should be documented and reviewed at least annually.
- A flexible work arrangement can be altered or discontinued at any time with a suggested notice period of no less than thirty (30) days.

Helpful to Identify Standard, Required, On-site Tasks for Your Team

Some example tasks include:

- Delivering an in-person educational program or facilitating another type of group meeting/activity
- Activities that require the use of paperwork or files including copying, receiving and sending out mailings
- Coordinating an onsite event or program
- Providing a presence for an area with potential “walk-in” clients
- Working with sensitive data or materials not able to be protected remotely or should not leave campus (either digital or hard-copy)
- Newer employees – modeling or observing behavior, training, coaching
- Meeting with a customer where an in-person interaction provides a more meaningful experience
- Working with equipment or materials located onsite
- Team planning, brainstorming, and relationship building activities

Position Assessment – 3H Model

	Hub	Hybrid	Home
Definition	Positions requiring 100% on-site presence	Positions with the ability to regularly be performed at least partially remotely	Positions which can be performed 100% remotely
Position Responsibilities (not all need to apply)	<ul style="list-style-type: none"> Requires face-to-face customer support (sensitive situations in particular) Activities supporting the physical campus environment Providing a tangible service (e.g., meal prep/service) Working with equipment too large/ expensive to bring home and/or shared with others Working with materials, supplies or subjects which need to remain at an onsite location 	<ul style="list-style-type: none"> Reading, writing and/or editing (proposals, grants, policies, reports, etc.) Preparing presentations Accounting/financial transaction processing Customer outreach and/or responding to customer inquiries On-line research Programming Analyzing and visualizing data Web/graphic design Social media/content management Event planning 	<ul style="list-style-type: none"> Supports customers whose service experience is not compromised being fully remote. Lower collaboration and task interdependency requirements. Highly autonomous work Work produced is fully digital.
Considerations	May be able to occasionally work remotely – business continuity	Includes seasonal hybrid – on campus during semester – remote other times	May be asked to travel to campus periodically

Other Considerations

- If specific request can't be approved "as is", are there other options you can offer (i.e., approving more remote work when students aren't on campus)?
- Can you rotate people to always have some people available for "walk-in" or in-person work?
- Are there those who would be willing to swap responsibilities to allow someone more access to remote working?
- Can you offer "occasional" flex.
- If you get questions about employees interested in relocating out of state, contact your HR Rep immediately to discuss next steps.



Accommodations

Patti Riddle, LMSW

*Associate Director for Medical Leaves
Administration (MLA)*

ADA Employment Accommodations

Disability accommodations are **not**
about what Cornell chooses to do,

but what the university is **required** to
do under federal law.

What is a “reasonable accommodation?”

- Transferring nonessential functions to another position
- Changing how or when essential functions are performed
- Often includes assistive technology or adaptive equipment



Essential Functions

The ADA does not require the **elimination** of essential functions as a reasonable accommodation.

COVID-19 Accommodations (The Early Days)

- Requests were to **return** to an on-campus office sooner than the unit as a whole
- PPE
 - N-95 respirators
 - Specific kinds of goggles and face shields
- Ergonomic issues – fabulous office at work, less fabulous at home

COVID-19 Accommodations

Present Time/Return to Campus

Requests to **stay remote** while the rest of the unit returns to on campus work.

EEOC Updated Guidance

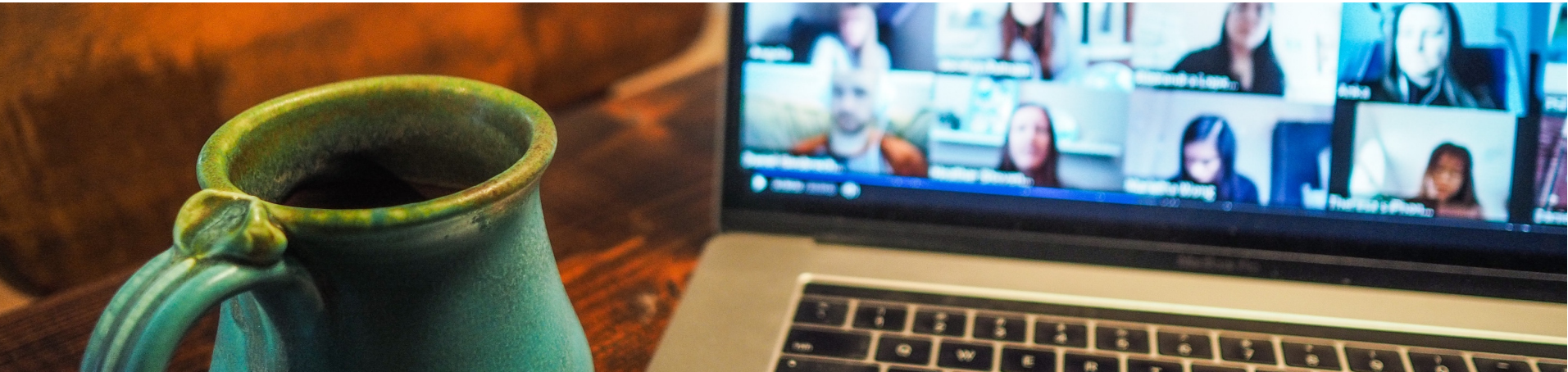


Guidance for Employers

*Reasonable Accommodations
specifically regarding COVID-19 and
Work from Home*

Work from Home Accommodations

EEOC specifically stated that an employer who offered work from home to slow the spread **does not necessarily** have to continue to offer this option.



WFH as a Reasonable Accommodation

What are the essential functions of the position?

There are certain jobs in which the essential functions can only be performed onsite.

WFH Experience

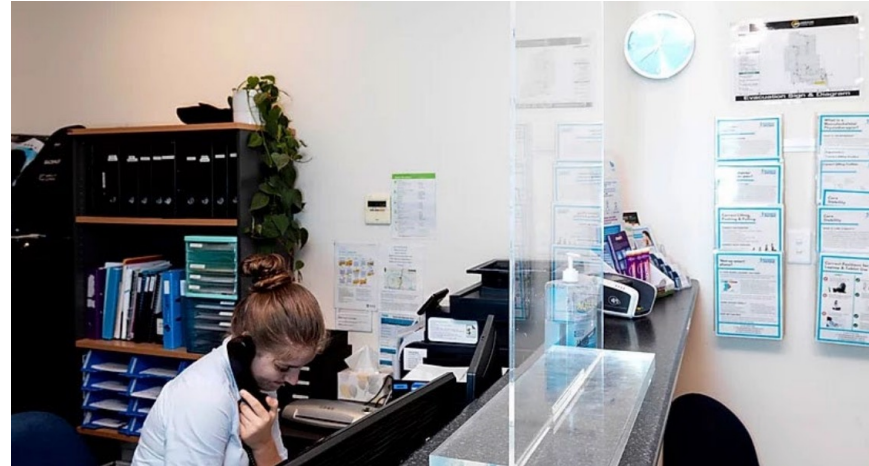
What has the past year's experience shown?

View as a trial period – was the employee able to perform all the essential functions from home?

Effective Alternative Accommodations

Even if WFH is “reasonable” the employer can select an alternative accommodation as long as it is effective.

- Reducing contact
- Increasing distance/lowering density
- Installing plexiglass



Leave as an Accommodation

- Short term medical leave (high risk individuals)
- Offering additional unpaid leave beyond that is also a reasonable accommodation

More Information

- **Medical and Disability**
 - Contact Medical Leaves Administration
wcds@cornell.edu or calling 607-255-1177
- **Religious**
 - Follow the appropriate process for requesting an ADA reasonable accommodation or a religious accommodation ([University Policy 6.13.8, Religious Accommodation](#)).



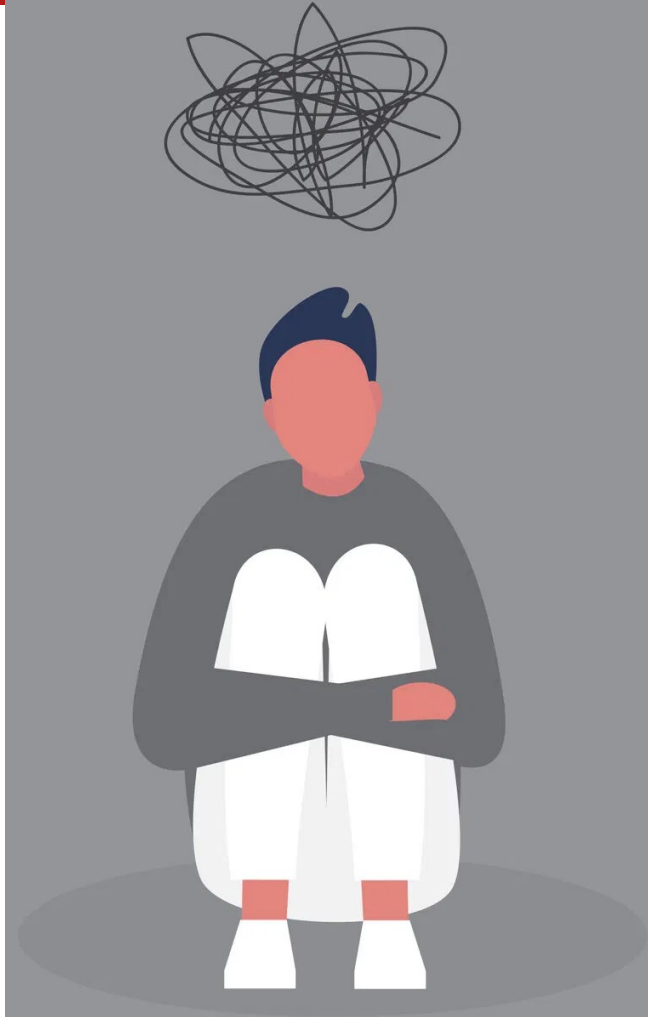
Navigating Re-entry Anxiety on Your Team

Michelle Artibee

Director, Workforce Wellbeing

Common Sources of Anxiety

1. Unpredictability, uncertainty, and fear
2. Stress at home, work, in relationships, finances, world/national events
3. Stress from emotional trauma (such as racism, death), medical illness, disability, addiction
4. Mental illnesses and disorders (panic, phobias, etc.)



Coping with Anxiety – Individuals

- It is **normal** to experience anxiety
- Rest and restore your body and mind in small and frequent ways
- Follow the health-related protocols/best practices
- Be patient with yourself and with others
- Seek professional help if anxiety is interfering with your ability to function

Coping with Anxiety – Managers

1. Communicate clearly about steps ahead and expectations – offer phased re-entry if feasible
2. Share health and safety measures in place and what to expect
3. Proactively ask employees what they are most concerned about and what they might need during the transition
4. Model and encourage everyone to:
 - Have patience with each other, recognizing each person has a unique experience
 - Discuss and respect boundaries (excited hugs may be well-intended but unwelcome)

Coping with Anxiety – Managers (2)

5. Check in with team members to provide updates, ask how they are, if help is needed – address uncertainties as able
6. Go outdoors for individual or group meetings, integrate light-hearted moments and fun
7. Performance, time, and attendance issues can be related to anxiety
 - Don't ignore it - have genuine and honest dialogue, including feedback about what you are witnessing, and work together on next steps
8. Call FSAP if you are concerned about an employee and need guidance

Managing the Anxiety of Returning to On Site Work

- **Thursday, June 24, 1-2pm**
- **Friday, June 25, 9-10am**

Presented by Dr. Gabriel Tornusciolo
Faculty and Staff Assistance Program

Offered by Zoom and follow up recording

Visit hr.cornell.edu to register - (under News & Announcements)



Mental Health Support

For benefits-eligible employees, spouses, and retirees

ENI 24/7 Confidential Counseling Services – 1-800-327-2255

Free confidential counseling and referral to local clinicians

hr.cornell.edu/benefits-pay/health-plans/contract-college-health-plans/counseling

Faculty and Staff Assistance Program – 255-2673

Free short-term confidential counseling and referral services and consultations with managers – *fsap.cornell.edu*

Health Insurance Coverage for Behavioral Health

hr.cornell.edu/benefits-pay/health-plans





Leading Teams

Tanya Grove

Senior Management Consultant

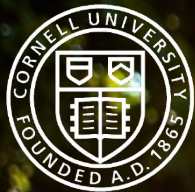
Organizational Development and Effectiveness

The Four Most Important Skills for Leading Teams

- Trust the members of your team
- Build a deliberate sense of connection with everyone
- Begin or continue coaching the team
- Build a connected sense of community

Things to keep in mind:

- **Employees can be left out:** This can happen primarily in a hybrid environment—especially when management— is on campus and important decisions and information are shared there only.
- **Power difference in meetings:** When some parts of the team are in a conference room and remote colleagues attend the meeting via zoom.
- **Division of the team:** The people in the office versus the remote people.
- **Perceived work productivity:** Do members of the team believe their colleagues are not working as hard because they can't see them.
- **Equalize career opportunities:** What are you doing to ensure there are opportunities for team members whose work you don't "see" in person daily. How are you distributing career enhancing work across the team?



Thank You

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