

Cornell University Employee Assembly

Cornell University Employee Assembly Meeting Agenda September 20, 2023 12:00pm-1:15pm [Zoom](#)

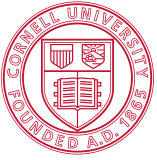
“An Active Voice for Cornell Staff”

We strive to make all events accessible. If you are in need of accommodations in order to fully participate, please contact the Office of the Assemblies at (607) 255-3715 or assembly@cornell.edu.

1. Call to Order: 12:00pm
 - Roll Call
 - Land Acknowledgment of the Gayogoho:nq (Cayuga Nation)
2. Call for Late Additions to the Agenda
3. Approval of the minutes from September 6, 2023
4. Business of the Day
 - Reminder: Community Connection Event: September 28
 - [Committee Chair/Ad Hoc Appointments](#)
 - *UA Codes and Judicial Committee (1 EA Member and 1 Non-Voting Employee)*
 - *UA Campus Committee on Infrastructure, Technology and the Environment (1 Non-Voting Employee)*
 - *UA Campus Welfare Committee (1 EA Member and 1 Non-Voting Employee)*
 - *Campus Planning Committee (1 EA or non-EA Member)*
 - *Transportation Hearing and Appeals Board (4 EA or non-EA Members)*
 - *Committee for Campus-Constituency-Elected Trustees (1 EA Member)*
5. Committee Reports
 - a. Executive Committee – Marcella Benda

- b. Communications, Outreach and Recognition Committee – Sophie Lanchez
 - c. Education Committee – Jeramy Kruser
 - d. Welfare Committee – Kristine Mahoney
 - e. Benefits and Policy Committee – Bethany Dixon
 - f. Elections Committee – Wendy Treat
- 6. Liaison Reports
 - 7. Open Discussion
 - 8. Adjournment – 1:15pm

Future Presentation, 10/4 Meeting: Dave Honan, AVP of Public Safety & Anthony Bellamy, CUPD Chief



Cornell University Employee Assembly

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Minutes of the September 6th, 2023 Meeting

12:15 PM –1:30 PM

Zoom

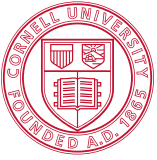
- I. Call to Order
 - a. J. VanHouten called the meeting to order at 12:17 pm.
 - i. *Members Present:* M. Benda, M. Brooks, C. Cornell, E. Crawley, R. Dillon, B. Dixon, J. Doss, T. Hambury, E. Krumm, J. Kruser, S. Lanchez, K. Mahoney, K. Phipps, S. Resue, K. Supron, W. Treat, J. VanHouten
 - ii. *Members Absent:* D. Borders, F. Cantone, S. Charap, A. O'Connor
 - iii. *Also Present:* G. Creemens, E. Kalweit

- II. Land Acknowledgement of the Gayogoḥo:ṇo (Cayuga Nation)
 - a. J. VanHouten stated the UA's acknowledgment of the Cayuga Nation.

- III. Call for Late Additions to the Agenda
 - a. No late additions were made to the agenda.

- IV. Approval of the Minutes from the May 3rd, 2023 Meeting
 - a. J. Kruser motioned to approve the minutes from the May 3, 2023 meeting.
 - i. M. Benda seconded the motion.
 - ii. The motion **passed** with unanimous consent.

- V. Business of the Day
 - a. W. Treat introduced [EA Resolution #1: Time Change for Employee Assembly Regularly Scheduled Meetings](#), which would move meetings from 12:15-1:30pm to 12:00-1:15pm and amend the bylaws to reflect this new time.
 - i. J. VanHouten called for a motion to vote on EA Resolution #1.
 1. Resolution #1 **passed** by a vote of 16-0-1.
 - b. K. Supron [introduced EA Resolution #2: Approval of the 2023-2024 Operating Budget](#), including reallocating money used for food at meetings toward outreach efforts to connect with constituents.
 - i. J. Kruser put forward a motion to approve EA Resolution #2.
 1. E. Crawley seconded the motion.
 2. Resolution #2 **passed** by a vote of 16-0-1.
 - c. J. VanHouten stated that the Employee Assembly would be participating in the Community Connection Event on September 28 at 9am at G-10 Biotech and suggested using money from the assembly's budget for branding merchandise.

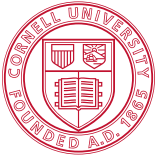


Cornell University Employee Assembly

- i. Discussion ensued over using the Cornell seal on EA merchandise, the importance of outreach to constituents, sending merchandise to new hires during onboarding, using merchandise at the President's Address to Staff, branding laptop stickers, and the committee should take the lead on this topic.
 1. S. Lanchez stated that the Communications, Outreach, and Recognition Committee would be able to handle branding merchandise.
- d. J. VanHouten stated that there are a few committee appointments to fill, including the chairship of the Benefits and Policy Committee and a representative to the Faculty Senate.
 - i. M. Benda put forward a nomination to chair the Benefits and Policy Committee.
 1. B. Dixon accepted the nomination.
 2. W. Treat seconded the nomination.
 3. B. Dixon was **nominated** to chair the Benefits and Policy Committee.
 - ii. K. Mahoney put forward a nomination to table the nomination to the Faculty Senate representative to the next meeting.
 1. J. Kruser seconded the motion.
 2. The nomination of an EA representative to the Faculty Senate was **tabled** to the assembly's next meeting.
- e. W. Treat stated that there are 15 open seats on the Employee Assembly that need to be filled either by incidental vacancy or a special election in the fall. She also stated that the elections committee would be meeting soon and should receive communication from her to arrange a time for this meeting.
 - i. Discussion ensued over the ability of EA members to change and add roles to their EA membership to account for vacant positions.
 - ii. W. Treat put forward a motion to extend the meeting by 15 minutes.
 1. K. Supron seconded the motion.
 2. The meeting was extended by unanimous consent.

VI. Committee Reports

- a. Executive Committee
 - i. Nothing to report
- b. Communications, Outreach and Recognition Committee
 - i. Nothing to report
- c. Education Committee



Cornell University
Employee Assembly

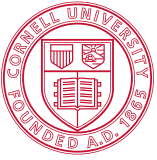
- i. Nothing to report
- d. Welfare Committee
 - i. Nothing to report
- e. Benefits and Policy Committee
 - i. Nothing to report
- f. Elections Committee
 - i. Nothing to report

VII. Adjournment

- a. W. Treat motioned to adjourn the meeting.
 - i. M. Benda seconded the motion.
 - ii. The motion **passed** with unanimous consent.

This meeting was adjourned at 1:32 pm.

Respectfully Submitted,
P.J. Brown
Clerk of the Assembly



EA R3: Revision of the Employee Assembly Awards

Abstract: In 2023, the Employee Assembly Recognition and Awards sub-committee of the Communications, Outreach & Recognition Committee made several updates to the Award for Staff Integrity and Inclusion and the George Peter Award for Dedicated Service. The changes more appropriately reflect the Cornell University’s values as well as align with the eligibility, criteria and scoring of the University’s [President’s Awards for Employee Excellence](#).

Sponsored by: Sophie Lanchez - EA Chair of Communications and Cornell Tech Campus Representative; Kristen Ciferri - Employee Representative Member of the Communications, Outreach & Recognition Committee and Co-chair for the Recognition and Awards Sub-Committee; and Erin Kelly - Employee Representative Member of the Communications, Outreach & Recognition Committee and Co-chair for the Recognition and Awards Sub-Committee

Reviewed by: Recognition and Awards sub-committee of the Communications, Outreach & Recognition Committee, 09/15/2023, and Communications, Outreach & Recognition Committee, (6-0-0), 9/19/2023

Whereas, the Cornell University Employee Assembly (Assembly) values and recognizes outstanding staff contributions “above and beyond normal job expectations” via the George Peter Award for Dedicated Service (George Peter Award) that was established in 1980; and

Whereas, the Cornell University Employee Assembly (Assembly) values and recognizes employees who consistently demonstrate their commitment to encouraging and supporting staff integrity and inclusion via the Award for Staff Integrity and Inclusion that was established in 2021; and

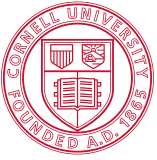
Whereas, historically, all exempt and non-exempt Cornell staff members have been eligible for consideration for the awards; and

Whereas, historically, the Award for Staff Integrity and Inclusion is awarded to one employee at a time and may be awarded up to two times per calendar year and the George Peter Award is awarded once to one employee at a time and only awarded once a year; and

Whereas, the George Peter Award was most recently presented in 2022 and the Award for Staff Integrity and Inclusion in 2023.

Be it therefore resolved, the Assembly continues to recognize the historical importance of both awards; and

Be it further resolved, the Assembly redefines the staff eligibility for the Award for Staff Integrity and Inclusion from “All exempt and non-exempt Cornell staff members” to “All



Cornell University Employee Assembly

41 benefits eligible Cornell staff, union and academic employees who work on the Ithaca, Geneva,
42 or Tech campus are eligible” to align with the President’s Awards due to the monetary
43 contribution given to the honoree. In alignment with the President’s Awards, this does not
44 include temporary and casual employees, graduate and undergraduate students, postdocs, visiting
45 fellows, fellow post doc, post doc associate, cooperative extension staff or retired employees;
46 and

47
48 **Be it further resolved**, the Assembly redefines the nomination criteria for both awards from “at
49 least one additional brief letter of support and may include up to three total letters of support” to
50 “one additional letter of support...nominations and letters of support should be more no more
51 than 2 pages each” to allow for a manageable, equitable review process of each nomination; and
52

53 **Be it further resolved**, the Assembly further defines edits and additions to both awards verbiage
54 to further clarify eligibility, criteria, and letter requirements (see red text in Award addendums);
55 and
56

57 **Be it further resolved**, the committee of the Assembly currently charged with oversight of
58 awards and recognition shall retain authority to update the criteria, timing and communications
59 of these award as needed over time without further need for resolutions; and
60

61 **Be it finally resolved**, a copy of this resolution be presented to Martha Pollack, President and
62 Christine Lovely, Vice President and Chief Human Resources Officer.
63

64 **Adopted by Vote of the Assembly (X-X-X), {Date},**
65

66 **Respectfully Submitted,**

67 **Employee Assembly Communications, Outreach & Recognition Committee:**

68 Kristen Ciferri - Voting Member, Employee Representative
69 Danielle Cox - Voting Member, Employee Representative
70 Erin Kelly - Voting Member, Employee Representative
71 Henry Lam - Voting Member, Employee Representative
72 Sophie Lanchez, Voting Member, Employee Assembly Representative
73 Ashley Miller - Voting Member, Employee Assembly Representative
74 Denny Totman - Voting Member, Employee Representative
75 Wendy Treat – Voting Member, Employee Assembly Representative
76 Jessica Withers - Observer, Office of the Assemblies Director
77

78 **Addendum 1:** Award for Staff Integrity and Inclusion Overview and Rubric

79 **Addendum 2:** George Peter Award Overview and Rubric



Cornell University
Employee Assembly

George Peter Award for Dedicated Service
Cover Sheet

Nominee Information

Name: NetID:
Department:
Title:
Work Address:
Supervisor's Name: NetID:
Time in Current Position: Time at Cornell:

Nominator Information

Name: NetID:
Department:
Title:
Work Address:
Work Phone:

Nomination Packet Checklist

- Cover Sheet
- Nomination letter, explaining why the nominee deserves the award, citing relevant examples wherever possible. This can be co-signed by multiple staff members.
- Letter of support from the nominee's direct supervisor
- One additional brief letter of support from other members of the Cornell community (staff, faculty, students, administrators, alumni)

Please Note: Nominations and letters of support should be no more than 2 pages each.
A limit on length allows for a manageable, equitable review process of each nomination.
Each nomination is reviewed by committee members as part of the selection process.

George Peter Award for Dedicated Service

Background:

[George Peter](#) revolutionized the status of Cornell employees and served as a tireless ambassador for the university. Throughout his 40-year career, Peter was an active member of the campus community. He led the effort to broaden Cornell employees' participation in shared governance, advocating for staff representation in university decision-making and creating opportunities for official recognition of employee achievements.

Overview:

The George Peter Award for Dedicated Service is given annually by the Employee Assembly to staff who consistently demonstrate excellence in the performance of their duties, and who prove their willingness to extend themselves to help others and go above and beyond the normal expectations of their job responsibilities.

The recipient(s) are announced at a celebration event hosted by the recipient's department or unit. This honor is the longest running and most prestigious university-wide peer-nominated award. Since its inception in 1980, the award has been bestowed on over 190 Cornell employees. (See [Past Recipients](#))

Eligibility:

1. All full-time Cornell staff members with five or more years of service are eligible for consideration for this award.
2. Please note that each award has different eligibility criteria. If your nominee is not eligible for this particular award, we encourage you to explore other EA awards.
3. Nominations can be submitted by any Cornell employee (staff, faculty, or academic professional).
4. Nominees will be vetted with their college/unit HR representative to ensure they are in good standing.

Selection Criteria

Nominees must demonstrate:

- Excellence in the performance of their assigned duties.
- Dedication to their job and workgroup that goes above and beyond expectations.
- Respect for the contributions of staff at all levels.
- Commitment to lifelong learning.
- Having a positive impact on the university.

Please review the [scoring rubric](#) for details and examples.

Nominations

This is a peer-nominated award. Nominations may only be submitted by Cornell staff members. Any staff member wishing to nominate a colleague should have direct experience with the

nominee and must submit a completed nomination packet. The nomination packet is a **single PDF document** consisting of:

1. [Cover sheet \(Located on the EA GPA webpage\)](#)
2. Nomination letter explaining why the nominee deserves the award, citing **relevant criteria listed in the rubric** and examples wherever possible. This can be co-signed by multiple staff members.
3. Letter of support from nominee's direct supervisor
4. ~~Up to three brief letters~~ **One additional letter** of support from other members of the Cornell community (staff, faculty, students, administrators, alumni)

Please Note: Nominations and letters of support should be no more than 2 pages each. A limit on length allows for a manageable, equitable review process of each nomination. Each nomination is reviewed by committee members as part of the selection process.

Selection Process:

- 1) The Office of Assemblies will compile all nomination submissions and share with the Staff Recognition and Awards Sub-Committee (SRAC) members who will use the approved rubric to grade each nominee and then submit the top three highest ranking nominees to the CORC chair.
- 2) University Human Resources will review the nominees in the same process as the Award for Staff Integrity and Inclusion and the President's Awards for Excellence.
- 3) SRAC chair will share the top three candidates with the CORC Chair to share with CORC members prior to next CORC meeting.
- 4) The CORC will cast a final vote of the top three candidates at the next CORC meeting.
- 5) Once the final candidate has been vetted and approved by HR, the SRAC chair will notify the nominee's supervisor.
- 6) After approval is received from the nominee's supervisor, SRAC chair will notify the nominator and then the nominee of the award.
- 7) If desired by the nominee's supervisor, the SRAC will coordinate and execute the recognition event with the nominee's supervisor and VP Lovely's office.

The selection committee is accepting nominations from xx **through xx (4 to 6 week timeframe)**. Note: previously declined nominations can be resubmitted, with updates as appropriate.

- Download the cover sheet (see above for downloadable/fillable PDF)
- Submit your [nomination online](#) (**available at 12:01 AM on xx**)

If you have any questions about the award and the process for nominations, please contact the chair of the Employee Assembly Communications, Outreach & Recognition Committee at employee-awards@cornell.edu or, for technical difficulties, contact the Office of the Assemblies at assembly@cornell.edu or (607) 255-3715.



Cornell University
Employee Assembly

George Peter Award
Nominee Assessment Guidelines/Rubric

Criteria	Assessment Guidelines / Rubric				
Excellence in the performance of their assigned duties.	1 point (low)	2 points	3 points	4 points	5 points (high)
	<p>What we're looking for:</p> <ul style="list-style-type: none"> • Exceptional work ethic • Takes initiative on ideas, suggestions or work that needs to be done • Successfully completes projects, even through adversity in workplace setting • Positive feedback from colleagues and stakeholders <p>Examples:</p> <ul style="list-style-type: none"> • Remains flexible, collaborative, and manages to move work forward even under challenging circumstances • Collaborates with colleagues and helps colleagues learn new skills or systems to improve processes 				
Dedication to job and work group that goes above and beyond expectations.	1 point (low)	2 points	3 points	4 points	5 points (high)
	<p>What we're looking for:</p> <ul style="list-style-type: none"> • Has visible, infectious passion for one's work • Readily pitches in when a co-worker needs help • Supports the work of colleagues/faculty/unit through behind-the-scenes efforts. • Responds with flexibility and can-do attitude when faced with change. • Continually strives for improvement. 				

Examples:

- Invests in new hires with additional training and building community amongst the team with current and new employees
- Employee's individual contributions significantly impact the goals and objectives of their unit/area of oversight.

Respect for the contributions and differences of staff at all levels.

1 point (low)

2 points

3 points

4 points

5 points (high)

What we're looking for:

- Treats people with courtesy, politeness, and kindness.
- Encourages coworkers to express opinions and ideas.
- Listens to what others have to say and makes an effort to understand different points of view.
- Collaborates effectively with peers, subordinates, supervisors and others.
- Makes an effort to include coworkers such as inviting colleagues Cornell community activities/programs
- Shows appreciation for staff working behind the scenes.

Examples:

- Creates a welcoming environment and holds space for all voices to be heard
- Shows appreciation to staff by using Appreciation Portal

Positive impact on the university.	1 point (low)	2 points	3 points	4 points	5 points (high)
	<p>Qualities we're looking for:</p> <ul style="list-style-type: none"> • Makes the university a better place to work, live or study. • Helps to implement changes or develop solutions to address problems facing the university. • Acts as an ambassador for the university, helping to enhance Cornell's image locally, nationally or internationally. • Participates in volunteer activities connected with the campus community. • Active in special interest or colleague network groups. • Asks tough questions / questions the status quo / advocates for change. <p>Examples:</p> <ul style="list-style-type: none"> • Serves on the Employee Assembly and/or other Cornell committees such as CARE Fund, college specific, etc. • Actively volunteers for university events such as Slope Day, Commencement, Move-In day, etc. • Represents the University beyond campus in volunteer leadership positions 				



Cornell University
Employee Assembly

Award for Staff Integrity and Inclusion Cover Sheet

Nominee Information

Name: _____ NetID: _____
Department: _____
Title: _____
Work Address: _____
Supervisor's Name: _____ NetID: _____
Time in Current Position: _____ Time at Cornell: _____

Nominator Information

Name: _____ NetID: _____
Department: _____ Title: _____
Work Address: _____
Work Phone: _____

Nomination Packet checklist

- Cover Sheet
- Nomination letter, explaining why the nominee deserves the award, citing relevant examples wherever possible. This can be co-signed by multiple staff members.
- One additional brief letter of support from other members of the Cornell community (staff, faculty, students, administrators, alumni)

Please Note: Nominations and letters of support should be no more than 2 pages each.
A limit on length allows for a manageable, equitable review process of each nomination.
Each nomination is reviewed by committee members as part of the selection process.

Award for Staff Integrity and Inclusion

Background:

In 2013, the Employee Assembly established the Opperman Award to extend their appreciation and gratitude to Vice President of Human Resources and Safety Services, Mary George Opperman for fostering a positive environment where staff are valued contributors to the campus community and its mission. Furthermore, VP Opperman has supported the engagement and inclusion of staff across campus in response to the Employee Engagement Survey, fostering an environment where employees can express their opinions and share experiences while working to create recommendations on core issues of concern discovered in the survey. Therefore, the Employee Assembly passed Resolution 5 on May 31, 2013 to publicly recognize VP Opperman for her continued efforts in creating a culture that allows staff to thrive at home and in the workplace.

In 2021, the Employee Assembly Communications, Outreach and Recognition Committee (CORC) launched the new Award for Staff Integrity and Inclusion in place of the Opperman Award for Staff Advocacy per resolution EA R10: Revision and Renaming of The Opperman Award.

Overview:

The Award for Staff Integrity and Inclusion will be given up to two times a calendar year by the Assembly to an **individual** employee who consistently demonstrates their commitment to encouraging and supporting staff integrity and inclusion.

Award recipients may be recognized at an EA recognition event and will receive a monetary award funded through the Office of the President.

Since its inception, **the Award for Staff Integrity and Inclusion (previously the Opperman Award)** has been received by several employees who have gone above and beyond to be exemplars of the University's mission and core values. ([See past recipients](#)).

Eligibility:

- 1) All benefits eligible ~~exempt and non-exempt~~ Cornell staff, **union and academic employees** ~~members~~ who work on the **Ithaca, Geneva, or Tech campus** are eligible for consideration for this award. *Please note: This **does not include** temporary and casual employees, graduate and undergraduate students, postdocs, visiting fellows, fellow post doc, post doc associate, cooperative extension staff or retired employees.*
- 2) Please note that each award has different eligibility criteria. If your nominee is not eligible for this particular award, we encourage you to explore other EA awards.
- 3) Nominations can be submitted by any Cornell employee (staff, faculty, or academic professional).
- 4) **Nominations must be for individuals only. If you would like to nominate a group, please visit the [President's Awards for Employee Excellence](#) website and nominate via the One Cornell category.**
- 5) **Nominees will be vetted with their college/unit HR representative to ensure they are in good standing.**

Selection Criteria:

Nominees must have a demonstrable history at Cornell of:

1. Communicating between differences in order to build a collaborative, inclusive and respectful community that engages everyone, no matter their background.
2. Consistent strong moral principles that coincide with the University's vision.
3. Is honest and trustworthy while demonstrating and adhering to high standards of personal conduct.
4. Demonstrating commitment to encouraging, advocating for, and supporting staff excellence with leadership, while being an advocate for work/life balance, flexible work arrangements, and promoting developmental opportunities.
5. Have a consistent, positive attitude that see changes or challenges as opportunities and helps others to see things from that perspective.

Please review the [scoring rubric](#) for details and examples.

Nominations:

Any ~~employee~~ **staff, faculty, or academic professional** wishing to nominate an **eligible Cornell employee colleague** should have direct experience with the nominee and must submit a completed nomination packet. The **submitted** nomination packet **should be** a single PDF document consisting of:

- 1) Cover sheet ([located on the EA ASII webpage](#))
- 2) Nomination letter explaining why the nominee deserves this award by providing answers to the questions below, citing relevant criteria and examples wherever possible. This can be co-signed by multiple employees.
 1. How does the nominee foster a positive environment where staff at all levels know they are valued and appreciated contributors to Cornell and its mission?
 2. How does the nominee's personal moral principles coincide with the University's vision?
 3. How does this nominee demonstrate high standards of personal conduct, honesty, and trustworthy behavior?
 4. How does the nominee show their commitment to encouraging, advocating for, and supporting staff excellence through promoting developmental opportunities, supporting flexible work arrangements, and/or advocating for a work/life balance?
 5. **Please give examples of how the nominee exemplifies the award criteria listed in the rubric.**
 6. ~~What examples can be provided to show how this nominee sees changes or challenges as opportunities and helps others to see things from that perspective?~~
- 3) ~~Nominations must include at least one additional brief letter of support and may include up three total brief letters of support~~ from other members of the Cornell community (direct supervisor, staff, faculty, students, administrators, alumni).

Please Note: Nominations and letters of support should be no more than 2 pages each. A limit on length allows for a manageable, equitable review process of each nomination. Each nomination is reviewed by committee members as part of the selection process.

Selection Process:

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- 4) The CORC will cast a final vote of the top three candidates at the next CORC meeting.
- 5) Once the final candidate has been vetted and approved by HR, the SRAC chair will notify the nominee's supervisor.
- 6) After approval is received from the nominee's supervisor, SRAC chair will notify the nominator and then the nominee of the award.
- 7) If desired by the nominee's supervisor, the SRAC will coordinate and execute the recognition event with the nominee's supervisor and VP Lovely's office.

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Award for Staff Integrity and Inclusion
Nominee Assessment Guidelines/Rubric

Criteria	Assessment Guidelines / Rubric				
<p>Communicates between differences to build a collaborative, inclusive and respectful community that engages everyone, no matter their background.</p>	1 point (low)	2 points	3 points	4 points	5 points (high)
	<p>What we're looking for:</p> <ul style="list-style-type: none"> • Fosters and encourages an open environment. • Allows others to speak and finish their thoughts without interruptions. • Calls on others who have not had a chance to share. • Seeks to understand viewpoints. • Stands up for staff/peers/colleagues in adverse situations <p>Examples:</p> <ul style="list-style-type: none"> • Stands up for staff/peers/colleagues in adverse situations in situations where other community members treat staff in an uncivil manner. • Knowing that some of our quieter employees have great ideas, XXX always asks people who have yet to contribute what their thoughts are or asks them about it later since they are sometimes afraid to speak up in a group. • Helps find common ground or facilitates collaboration between opposing ideas 				
<p>Consistent strong moral principles that coincide with the University's vision.</p>	1 point (low)	2 points	3 points	4 points	5 points (high)
	<p>What we're looking for:</p> <ul style="list-style-type: none"> • Unwavering commitment to maintaining an ethical work environment. • Keeping in tune with the big picture of the University 				



Cornell University
Employee Assembly

	<p>Examples:</p> <p>Regardless of Bob being Joe’s boss, Joe refused to give the interview questions to Bob’s friend ahead of time before the interview, so the process remained the same for all candidates.</p> <p>Although Cathy knew she could manually change the account expenses, she went through the recommended process so a documentation trail could be created.</p>				
<p>Is honest and trustworthy while demonstrating and adhering to high standards of personal conduct.</p>	1 point (low)	2 points	3 points	4 points	5 points (high)
	<p>What we’re looking for:</p> <ul style="list-style-type: none"> • Respects people's privacy and does not share information from one-on-one conversations. • Someone who always does the right thing, regardless of popularity. • Treat everyone with fairness and respect where staff of all backgrounds can feel valued and have a sense of belonging, so they feel free to express their ideas, opinions, and concerns. <p>Examples:</p> <p>When one of Chris’s employees comes to them with a situation that will need more opinions to solve the issue, Chris always makes sure to ask them if it is okay if Chris shares that information with someone else before sharing. This builds trust and respect.</p> <p>Cathy’s colleague brings a concerning matter to her. Cathy provides compassion and advice based on policy guidelines. Cathy has always experienced the same matter and offers to bring it their supervisor, but only with her colleague’s approval to share her experience as well.</p>				



Cornell University
Employee Assembly

<p>Demonstrates commitment to encouraging, advocating for, and supporting staff excellence with leadership, while being an advocate for work/life balance, flexible work arrangements, and promoting developmental opportunities.</p>	1 point (low)	2 points	3 points	4 points	5 points (high)
	<p>Qualities we're looking for:</p> <ul style="list-style-type: none"> • Shares educational opportunities. • Encourages others to attend opportunities and helps support them while they do. <p>Examples:</p> <p>During my one-on-one meetings with Susan, she asks what my personal and professional goals are. As a follow-up to the meeting, Susan always shares some resources to help me meet those goals and asks what she can do to help me accomplish them.</p> <p>Cathy was impressed with a direct report's leadership skills on a current project. Cathy offers her direct report another opportunity to lead a project and to enroll in a CU Learn course on leadership.</p>				
<p>Has a consistent, positive attitude that see changes or challenges as opportunities and helps others to see things from that perspective.</p>	1 point (low)	2 points	3 points	4 points	5 points (high)
	<p>Qualities we're looking for:</p> <ul style="list-style-type: none"> • Someone who sees the positives in change and can help others see that too. • A welcoming and open demeanor <p>Examples: While others are grumbling about another change, Kate always lights up and says something like: "Ooh, if that happens, we could do this..." This tone is infectious and gets other people excited about the opportunity rather than upset about a change in routine.</p> <p>An accelerated deadline is dumped on the team – Cathy quickly brings the team together to determine if a solution offered last week could be the opportunity to meet this deadline.</p>				