

Cornell University Expectations for Supervisors

Cornell University expects that Supervisors will hold themselves personally responsible and accountable for their own successful job performance and the successful performance of their staff. Supervisors are agents of the University in their relationships with staff, faculty, students, alumni, and the general public; they are responsible for maintaining the highest standards of the University in those relationships.

Supervisors are expected to:

1. Maintain a safe and healthy workplace.
2. Recruit and retain excellent and diverse staff.
3. Set and communicate performance expectations, work standards, and work priorities.
4. Establish the [Staff Skills for Success](#) as the behavioral requirement for yourself and individuals under your supervision.
5. Inform employees under your supervision of policies and procedures that affect their work and their lives.
6. Give staff honest and timely feedback about work performance, developing improvement plans and, when necessary or desirable, supporting the transition of staff to other jobs either inside Cornell or beyond.
7. Conduct formal performance dialogue at least once annually.
8. Provide opportunities for learning/training of staff to meet performance expectations.
9. Resolve workplace issues and complaints quickly, working with unit/central human resources.
10. Take corrective action to ensure effective and productive work environment.
11. Encourage staff to take risks and be creative, generating fresh ideas and innovative practices that enhance the University's ability to compete with peer institutions.
12. Respect and support the importance of balancing work and family responsibilities.
13. Facilitate the career growth of high-performing staff; and institute other reward strategies that recognize and value work performance in support on Cornell's changing needs.
14. Understand HR area law and know what to do if you think a law may have been violated.
15. Understand thoroughly and be able to interpret well, Cornell policies to handle the supervision of your employees.