



Harvard Heroes 2019 – Nomination/Selection Criteria and Definitions

Administrative/professional, support, and service/trades staff¹ members with at least one year of benefits-eligible service are eligible to be recognized as a Harvard Hero. A Harvard Hero should demonstrate one or more of these attributes *at the highest levels of contribution, impact, and excellence*.

Embracing Change -- takes initiative to seize the opportunities that change represents; demonstrates flexibility and adaptability. Helps others anticipate change, envision the future, and meet transitional challenges. Helps Harvard adapt to new and emerging realities while preserving what is most valuable.

Citizenship and Community -- outstanding citizenship at either the local or University level. Takes action to build or strengthen a caring, connected University community. Makes Harvard a great place to work, teach, and learn.

Fostering an Environment of Inclusion and Belonging -- makes Harvard safe, respectful, and welcoming for everyone. Takes actions to increase diversity; challenges exclusionary attitudes, actions, or results.

Leadership and Management -- communicates the vision and mission of the organization and translates them into actionable goals. Develops, coaches, and motivates diverse individuals and teams. Promotes a positive culture of engagement within the immediate team and across the organization.

Mission and Values -- contributes directly to Harvard's mission of teaching and research; exemplifies integrity and truth (*veritas*). Reflects and contributes to Harvard's excellence.

One Harvard -- Makes "One Harvard" a reality by spanning boundaries, removing barriers, and reducing divides between people, teams, and departments. Exemplifies cross-University cooperation and collaboration. Develops and shares resources, approaches and solutions that benefit the whole University.

Service Excellence -- provides outstanding service to faculty, staff, students, or departments.

Stewardship -- maintains mission, quality, service, or safety while improving efficiency or reducing costs. Protects the University and its people from risk or harm.

Sustainability -- contributing to Harvard's sustainability commitment. Fostering collaboration, inspiring others, building scalable solutions.

Teamwork -- being a valued teammate, colleague, collaborator, or partner. Going above and beyond to make the jobs of others easier. Shares knowledge, expertise, and information generously. "Pitches in" to get the job done.

Innovation/Continuous Improvement -- finds new ways to do things better; uses innovative methods, approaches, technology, or information to work smarter or more effectively. Challenges existing paradigms and assumptions; sees alternative ways to view or define challenges. Develops innovative solutions to problems large or small.

¹ In addition to these staff groups, coaches in the Department of Athletics, who fall in the "other academic" group are eligible. The Harvard Heroes program uses benefits-eligible service to determine eligibility. If in doubt about the eligibility of someone you would like to nominate, please contact [your local HR office](#). HR staff directly involved in management of the Harvard Heroes program, and HR managers to whom they directly or indirectly report, are not eligible to be recognized. Harvard Heroes does not provide posthumous recognition.