

# Diversity and Inclusion in the Performance Review — CFANS

(Suggestions for the performance review)

*CFANS is committed to the values of cultural diversity and equity. These values are key to achieving excellence, innovation and a welcoming environment that allows all members of the community to contribute their best effort. Below are guidelines for supervisor expectations and for the performance review conversation.*

Along with the many types of knowledge, skills and abilities required of professional and administrative staff in the CFANS, we expect all employees to meaningfully participate in building a workplace that serves all its constituencies and employees respectfully in a culturally competent manner. We recognize that building intercultural capacity takes training and an active commitment to build the relevant skills. That must be evaluated in the performance review.

Let your staff know their performance review includes ***the expectation*** that they demonstrate and articulate a commitment to developing, documenting and employing intercultural competency to build a more inclusive climate at work.

---

❖ **Commitment to Diversity:** *(1. State expectations)* Members of our community are expected to demonstrate a commitment to improving the climate for historically underrepresented constituencies; e.g., people of color; those with disabilities; those of different sexual orientation, religion, etc.; and new immigrant populations. Our staff and professional personnel strive to manage differences with skill and sensitivity; accept diverse ideas and differing points of view; and exhibit respect for all.

*(2. What capacity building activities have been undertaken?)* Please share any relevant involvement you've had this past year providing you with the opportunity to build capacity around diversity and inclusion such as:

- diversity-related training,
- workshop participation,
- attending presentations focusing on topics enhancing intercultural understanding and appreciation,
- conference attendance that enhances your intercultural skills,
- pursuing community engagement opportunities,
- program development impacting diverse communities,
- developing or participating in multicultural networking opportunities,
- learning a new language,
- other related activities.

**(3. Identify outcomes/actions related to increased capacity)** Can you share an experience that had a diversity component—how did you react? What impact did you have, and how did the opportunities for development you've engaged in support your participation? How were you able to improve the climate--can you give examples of policies, procedures or practices that were changed or developed that lead to a more inclusive workplace? What can you do to improve your appreciation of multicultural awareness and develop skills to foster a more inclusive climate appreciative of difference in the work place?

**(4. Articulate goals—accountability for next year's review.)** What goals do you have around diversity learning for the coming year?

## ❖ **Supervisor responsibilities**

As supervisors, it is important to assume responsibility for modeling these expectations and providing information and opportunities ([www.cfans.umn.edu/diversity](http://www.cfans.umn.edu/diversity)) for staff to develop their abilities. This includes:

- seeking out and attending cultural diversity development training.
- establishing and implementing a cultural diversity development program for the unit. The supervisor should work with the employees to construct and implement diversity development activities.
- recruiting, hiring, promoting and maintaining a diverse workforce. The supervisor works with HR, the Office for Diversity and Inclusion and other networks as appropriate to assist in the recruitment process and expand the diversity of the applicant pool. The supervisor ensures that interview panels are diverse and aware of cross-cultural issues in the selection process and interviews.
- integrating diversity capacity building into performance planning and evaluation. The supervisor holds staff accountable for participating in activities that support these efforts and for behaviors that are exclusionary and offensive.
- modeling a positive attitude regarding cultural diversity. In actions and words the supervisor communicates that diversity is an asset from which all staff and constituencies benefit. Diversity conversations are a regular part of staff meetings and supervisors include diversity discussions in communications with staff.
- providing opportunities for staff to participate in diversity training and diversity related events. The supervisor seeks out or creates opportunities for employees to receive training on diversity related issues.
- utilizing the diversity within the workforce by incorporating diverse perspectives into decision making (building an inclusive organization). The supervisor routinely seeks out the perspectives of all employees and ensures that employee suggestions are acknowledged and utilized.
- creating and maintaining a work environment that is respectful and accepting of diversity by setting clear expectations for expected behaviors and clear methods for reporting inappropriate behaviors.