

## Creating an Inclusive Workplace

### Set the Context

- Develop clarity: make sure all key stakeholders share a common philosophy/orientation to diversity and inclusion.
- Ensure understanding about the department's rationale for focusing on diversity and inclusion – why now?
- Take the pulse (either through survey, readiness assessment, focus groups, or informal discussions) of your department.
- Identify 1- 3 goals related to inclusion; get appropriate buy-in for going forward.
- Link the rationale of what you want to do to key departmental goals and demographics.
- Communicate “What’s In It For Me” (WIIFM).
- Clarify any connection between the Affirmative Action departmental profile and efforts toward the change.

### Provide Ongoing Communication

- Use formal and informal communication vehicles to help set the tone and get the word out.
- Ensure consistency of messaging.
- Leverage opportunities to communicate.
- Communicate openly and often.

### Develop Knowledgeable and Committed Leaders and Influencers

- Encourage visible leadership involvement.
- Provide ongoing coaching and learning for leaders.

### Focus on Data

- Leverage Affirmative Action data.
- Identify gaps in current employee profile data (e.g., glass ceiling issues).

### Provide Awareness and Skill-based Training

- Refer to HR's inventory of training to provide basic/advanced awareness education and how-to skills training as appropriate.
- Tap into internal resources such as the Diversity and Inclusion website, the ICEO website, Committee on Race and Diversity, and the Council on Staff Diversity and Inclusion for input and experiential learning beyond “training.”
- Leverage MIT's diversity partnerships for professional development of staff.

### Encourage Ongoing Learning

- Provide opportunities for team dialogue and exploration of different perspectives, continuous learning, and team building.
- Foster an open and supportive atmosphere in the workplace for inquiry, discussion, and dialogue.
- Provide other opportunities including lunch and learns, town hall speakers, etc.

### Mentoring

- Introduce inclusive mentoring.
- Leverage internal mentoring resources.
- Encourage cross-cultural mentoring.

## Flexible Scheduling

- Be open to reviewing work schedules.

## Link Recognition to Effective Diversity and Inclusion Efforts

- Recognize and publicize effective diversity leadership efforts and accomplishments.
- Link local Recognition programs to diversity and inclusion.

## Building Inclusion

- Facilitate understanding regarding differences and of common interests and needs.
- Cultivate a flexible and supportive environment – A supportive environment provides employees with the tools they need to perform their work. MIT offers many programs and resources to support employees and their families. Here are some things that you can do as a manager to foster a more supportive environment:
  - Foster a sense of belonging. Managers play an important role in helping employees feel connected to an organization. Encourage employees to participate in team building, recreational, and/or volunteer opportunities.
  - Ensure that you are providing a safe, trusting, and productive work environment.
  - Emphasize work-life offerings. It is important not only for MIT to have such programs but also for managers to be aware of what is available to assist employees. Point employees in the right direction when they need assistance.
  - Attend leadership and diversity training. Managers should know the benefits and rewards of a diverse workforce. Also encourage managers who report to you to attend training. Helping managers understand the benefits of diversity can create a supportive environment.
  - Develop internal candidates for promotion: Make sure that overt barriers to promotion of internal candidates are removed. Ask questions if employees from diverse backgrounds are not receiving good performance reviews or are not part of any talent management review.

The role of the manager in talent management is to align employee skills with department needs. The goal is to have the *“right people in the right roles with the right set of skills at the right time.”*