
CREATE AN IDENTIFY SAFE ORGANIZATION BY ADDRESSING STEREOTYPE & IDENTITY THREAT

1 ASSESS AND ADDRESS ENVIRONMENTAL CUES

Is there anything in the environment that subtly or overtly suggest that some groups belong and others do not? Anything that reinforces cultural stereotypes?

- Examine the environment for stereotype-reinforcing images, documents, artwork.
- Remove them.
- Add counter-stereotypic imagery, artwork, media, etc.

2 ASSESS HR POLICIES AND PROCEDURES

Examine your job descriptions and performance standards.

- Write job descriptions and performance standards in a way that does not unintentionally evoke negative stereotypes about a group.

Examine your evaluation procedures for bias leakage and identity threat triggers.

- Develop evaluation procedures that specify measurable outcomes and specific behaviors.
- Reduce evaluation criteria that depend on the feelings of the evaluator(s). This may reassure employees that they are less likely to be judged in terms of specific stereotypes.
- Whenever possible, conduct evaluations in a way that allows the evaluators to be “blind” to employee group membership (age, race or ethnicity, gender, etc.).

3 TRAIN ALL FACULTY AND SUPERVISORS IN IDENTITY-SAFE FEEDBACK

Communicate:

- High standards for performance combined with an explicit belief that **all employees can live up to those standards.**
- Mistakes or failures are not due to some fixed characteristics of the individual, but rather are an **essential and necessary part of growth.**

4 MONITOR MEETINGS AND GROUP PROCESSES

Be mindful of group dynamics and take steps to ensure equitable inclusion of all. Some questions to ask:

- **Traction:** Whose ideas or opinions get no response or follow-up? Whose get attention?
- **Time:** Who has floor and for how long?
- **Disruption:** Who is interrupted? Who interrupts?
- **Interest & Respect for Input:** Who gets asked questions? Whose opinion is sought out?

5 IMPLEMENT TRAINING FOR ALL EMPLOYEES

Provide evidence-based training for all employees that teaches actionable and effective strategies to protect themselves & others from stereotype/identity threat

6 DEVELOP AND PROMOTE AN ALL-INCLUSIVE MULTICULTURAL DIVERSITY PHILOSOPHY

- Develop and widely disseminate a diversity philosophy that explicitly recognizes and values contributions from all groups, majority and minority.
- Identify concrete institutional or personal objectives that are realistically attainable within a specified time-frame.
- Be broadly inclusive and responsive in the formulation of the plan.
- Ensure all employees (minority and majority group members) report feeling included when they read/hear the philosophy.
- Help employees understand why the organization is moving away from a color-blind philosophy. Many have been taught that a color-blind philosophy is needed to promote group equality and may be initially confused by an all-inclusive multicultural philosophy.
- Identify ways of assessing progress from the current situation toward achieving the goal, and assign responsibility for implementation and assessment to specific individuals, groups, or entities
- Regularly monitor progress, and consider whether a widely accessible dashboard of metrics would be desirable for enhanced transparency