The Executive Committee of the Task Force on Individual, Institutional and Systemic Bias on April 30, 2019 approved in concept several preliminary recommendations of task force work groups for referral to appropriate administrative units to explore implementation. Specific details of implementing the frameworks set forth in the recommendations will be developed by these units, with in-depth consideration of associated concerns and processes, after which the recommendations will be presented to senior leadership for adoption.
ACCOUNTABILITY MODELS WORK GROUP

QUESTION #3
Talent@VCU – How might units align diversity and inclusion training with professional development goals for all employees?
Problem/situation

Talent@VCU includes eight Core and Leadership competencies, which provide a framework to help employees and their managers to determine training and professional development opportunities to promote learning and success in the workplace. This question explores how to better align education and training in diversity and inclusion - one of the eight Core and Leadership competencies - with professional development goals for our employees.
Research

According to Guillaume, et al. (2017), “managers and organizations are perplexed about how to manage diversity effectively,” since there have been both positive outcomes (e.g. innovation) and negative (e.g. conflicts) reported in the literature. While it is clear that diverse and inclusive organizational climates promote workplace performance and satisfaction (e.g., Hofhuis et al., 2016); there also is some evidence suggesting that cultural diversity may impinge upon interpersonal communication, inclusion and organizational identification (e.g., Jansen, et al., 2014).
Recommendations

The work group, upon consultation with Talent@VCU administration and Faculty and Staff Senates, recommends the integration of tangible and measurable behaviors that connect to all of the core competencies including diversity and inclusion.