OVPR DEI
Community Newsletter

Performance Management

Tips and strategies for a positive performance management experience

UMOR DEI Committee

Performance management is a system, not a single annual event. The primary purpose of a performance management system is to align performance to University objectives and achieve results. Throughout the year, coaching and feedback discussions recognize a job well done, and provide guidance, direction, and correction as needed. A performance review/appraisal document is often used to document and summarize what was discussed in these sessions[1].

In a blog post on Culture Amp (an employee engagement software focused on employee engagement, retention and performance), contributor Hannah Wilken reminds us that "effective performance management should create alignment and a shared understanding of what has to be achieved and what individuals or teams have to do, learn and develop to be successful". Essentially, performance evaluations should serve as way for employees to know where they excel, and where they may be struggling, while offering managers and supervisors a means to work with employees to make whatever adjustments are necessary.

While many have made adjustments to their performance management processes in the last year, those who are sticking with their basic processes and templates (in efforts to help employees experience some sense of normalcy) are still making changes.

In his article "Conducting Better Performance Reviews During the Pandemic", Brian O'Connell of SHRM sites two themes that are essential for making the performance management process effective amid the COVID-19 pandemic, "Be Flexible" and "Ramp Up Communication".

The pandemic has changed how we do, experience, and perceive our work. It also offers the opportunity to find clarity of purpose when shaping performance goals and conducting performance reviews. We should take advantage of the chance to shift our perspective to one that is more data driven yet flexible with an eye to mitigating bias and enhancing equity. Fairness remains the foundation for effective performance management[2].

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[1] University of Michigan Standard Practice Guide, Performance Management, 201.41.

[2] Chowdhury, S., and Williams, O. (2020, December 3). Individual performance management in the COVID-19 world. McKinsey & Company. https://www.mckinsey.com/business-functions/organization/our-insights/the-organization-blog/individual-performance-management-in-the-covid-19-world

Our Insights feature highlights the thoughts and ideas of different OVPR leaders related to DEI. We provide three (3) questions for each individual to reflect upon and ask that they share their thoughts with the OVPR community. This edition's Insights features **Jessica Durkin, Chief of Staff to the Vice-President for Research.**

What have you learned related to DEI themes (racial justice, inclusion in the workplace, etc.) in 2020?

This year I was able to learn so much but wow, what a tough year. The OVPR Leadership team took the anti-racism crash course (highly recommended) and had multiple discussions. I think a powerful thing we all were able to learn was how important it is to save space for these discussions. Having a team that gave each other grace as we shared more about ourselves was wonderful. This crash course opened my eyes. I went on to explore more in my own life and ended up watching a series about racism in yoga, something that is very important to me. It was so obvious once was pointed out to me and really raised my awareness on how racism is everywhere.

What do you hope to see change in 2021?

I'm excited for the future, but I am always excited for the future and what tomorrow can bring. I hope we can bring back some feeling of a team. I miss my colleagues' faces and casual conversations, I miss hearing their stories and what is happening in their lives. As I look forward to our new working lives in 2021, we will need to be very conscious of inclusion in this new hybrid work environment. We will have to be very deliberate about it.

What do you want to contribute moving forward?

I want to check in more, I want to check in with myself and my colleagues. There are many processes and procedures that I've done that I need to re-examine and re-examine again to check for my bias and/or to make sure I'm not promulgating someone else's bias because it is easy to continue doing something "that" way. We are all forever learning.

Ways to engage in DEI: Building Community

Spring is in full swing and as we're looking forward to sunnier skies, warmer weather, and hopefully soon - opportunities to spend time together in person. Though virtual living has presented its share of challenges, it has also offered us the opportunity to connect with others in creative ways. Bringing people together to listen to each other, build relationships and strengthen bonds is essential to building a strong, inclusive OVPR community.

We would like to share some ways that we can learn more about building a stronger sense of community within OVPR and beyond:

If you have 10 or 15 minutes...

> **Read**: How to Practice Active Listening - Arlin Cuncic (Verywell Mind)

> **Watch:** Creating A Community and Finding Purpose - Stephen Jon Thompson (TEDx Talk)

If you have 30 minutes...

> **Listen**: Intersectionality Matters! - Kimberlé Crenshaw (Podcast series)

> **Watch**: The Power of Vulnerability - Brené Brown (TEDx Talk)

> **Read/Watch**: Community Building - National Museum of African American History & Culture (includes videos)

If you have an hour (or more)...

> **Watch**: How to Create Meaningful Connections While Apart - U-M Ross Center for Positive Organizations

> **Read**: Just Vibrations: The Purpose of Sounding Good - William Cheng

DEI RESOURCE HIGHLIGHT

BOOKS FOR SOCIAL JUSTICE
University of Michigan Press

Michigan Publishing publishes scholarly and educational materials in a range of formats for wide distribution and permanent preservation. They support the broadest possible access to scholarship by promoting:

- faculty public engagement and expert connections;
- diversity, equity, and inclusion through the selection and distribution of content; and
- academic innovation by publishing work that leverages digital technology.

The University of Michigan Press (a component of Michigan Publishing) publishes books in the humanities and social sciences that seek to make sense of society and culture. A large part of the work being done is focused on fostering a more inclusive academic publishing program. The Press is taking steps to ensure that their program supports the University's core value of diversity in support of the overall shared goal of equity, justice and inclusion.

The Press has compiled a list of titles and "resources to challenge, motivate, and educate" that highlight the work that they have completed to date. Their online feature, entitled "Books for Social Justice" is comprised of action-oriented Books on Diversity, Equity, and Inclusion that "advance the understanding of the blight of racism and other kinds of discrimination". The online listing divides the featured books into three categories: Equity, Justice, and Inclusion with links to the individual resources.

On the site, you can access a downloadable guide entitled, "Where Do We Go From Here", that consists of the same list of 24 books. The guide also consists of three main sections of the guide: Education and Welfare, Law and Politics, and Arts and Culture. In addition, a final section of the guide links to "Resources for an Inclusive Classroom", a list of tools to assist educators who are looking to establish and develop inclusive teaching practices.

Many of the books featured are available as part of the University of Michigan Press Ebook Collection on Fulcrum, which can be accessed here: http://fulcrum.org/michigan.

DEI Events at U-M

April 28 - 1:00 pm - 2:00 pm	April 29 - 3:00 pm - 5:00 pm EST	May 5 - 7:00 pm - 8:30 pm EST
Stress and Health in Context: The Role of Negative Relationships	DEI Symposium: Making Space for Belonging Through Racial Healing	Visualizing Equality: African American Rights and Visual Culture in the Nineteenth Century
May 11 - 12:00 pm - 1:30 pm	May 12 - 12:00 pm - 1:00 pm	May 20 - 5:00 pm - 6:30 pm
CEW+Inspire Workshop | Promoting Gender Equity in the Professions	Connecting Education Innovation to Activism	Hip Hop and Women's Voices in the Middle East and North Africa

OVPR Unit Spotlight
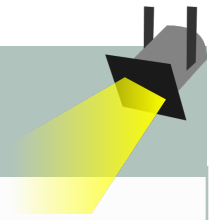
Mcity Accessibility Working Group

Mcity is a public-private R&D partnership led by U-M that brings together industry, government and academia to advance transportation safety, sustainability and accessibility for the benefit of society. Mcity directs a comprehensive research portfolio, runs a variety of test environments and labs, including the Mcity Test Facility, and works to educate students, the public, and government leaders on topics such as transportation technology, law, and ethics.

In 2019, Mcity established an Accessibility Working Group comprised of representatives from Mcity industry partners, U-M researches and staff, and community stakeholders. The working group is focused on accessibility research and leveraging community-based automated vehicle (AV) pilot projects to better understand the AV experience for riders with disabilities. The group's charge is to identify challenges, barriers, and potential solutions for those with travel-limiting disabilities in accessing AV's and navigating the environment in which they operate. In addition, the working group convenes experts to identify barriers and opportunities for achieving accessible and barrier-free transportation.

Mcity is a partner in an upcoming AV project that addresses accessibility issues: The Michigan Mobility Collaborative - ADS Demonstration, which is being led by the city of Detroit under a U.S. Department of Transportation Automated Driving System Demonstration grant. Mcity's Accessibility Working Group developed an Accessibility Scorecard to rate the accessibility of shared AV's, and will use the tool to help in selecting a vendor for the Detroit service.

The Mcity Accessibility Working Group is partnering with ITS America and the US Access Board to produce a series of workshops around inclusive design for AVs. Mcity's workshop will focus on the challenge of navigating to and from a vehicle, and how dedicated drop off/pick up zones and digital tools might help make it easier. The workshop will include people with disabilities, disability advocates, industry, and community stakeholders. Mcity, ITS America and the US Access Board will then come together in December to coalesce the results from the workshop series into a roadmap for improving accessibility to transportation for those with travel-limiting disabilities.

For more information about Mcity's vision and work, visit their website: mcity.umich.edu

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To share your ideas or feedback please contact the OVPR DEI Committee – UMORDEICOMMITTEE@umich.edu