



THE RESPECT CAMPAIGN

Managers' Guide for Creating Inclusive Teams

Purpose

Respect is a crucial part of the City's core value of **integrity**. The purpose of the Respect Campaign is to create a space where employees and community members feel valued, safe, heard and affirmed.

Overview

The Education and Tools Subcommittee of the City's internal Equity Team has produced three training videos in collaboration with Utilities, Poudre Fire Authority and the Human Resources Department. These videos share difficult employee experiences in the workplace that can be used to facilitate discussions among workgroups.

Discussions will help empower your team to interact with each other and the community members we serve with equity and inclusion present in our thoughts and actions. We also hope they will lead to more equitable teams in which all employees can be themselves and feel comfortable sharing different viewpoints.

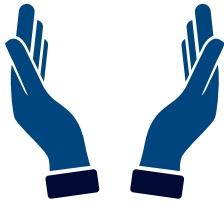
Before You Begin

Please take a few minutes to assess your team's current culture. You can start by reviewing your team's Core 34 results, keeping in mind that as a manager, you are uniquely poised to build inclusive, safe environments where City staff can bring their authentic selves to work. This allows for higher productivity, retention and innovation.

Consider the following hallmarks of inclusive leadership and how your current state may or may not align:

1. My team knows I value their unique experiences and cultural identities and that they can bring their full, authentic self to work.
2. I encourage my team to offer divergent viewpoints and opinions to support a robust and effective decision-making process.
3. My team members are treated with respect regardless of their position.
4. I often seek the perspectives of my staff and practice empathy to understand where they might be coming from if our views differ.
5. My team operates within established norms that have been clearly communicated, including intolerance of discriminatory remarks or behaviors (e.g. sexual harassment, racist jokes, etc.).

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Establish a safe space and set ground rules



Present videos and hold facilitated discussions



Continue discussions in future staff meetings

Establish a Safe Space and Set Group Rules

- Establish group guidelines together as a team before starting.
- Encourage employees to speak from their own experience and refrain from minimizing someone else's.
- Encourage participation through questions and try to avoid accusatory statements.
- Distribute the Employee Resources handout to your team.

Present Videos and Hold Facilitated Discussions

Present one of three videos on the following topics:

1. An employee describes feeling discriminated against after the events of September 11th (2001).
2. An employee describes hearing a derogatory phrase for a minority group.
3. A Poudre Fire Authority Battalion Chief describes being outed soon after he was promoted to Captain.

Use these questions to help guide your discussions with your team:

- How does our current culture support diversity and how does it inhibit it? What strategies can we employ to encourage colleagues to contribute their diverse viewpoints and experiences?
- What is the City's process for reporting, discussing, resolving or escalating issues?
- What is the role each of us will take in this process?

Continue Discussions in Future Staff Meetings

The Respect Campaign aims to create a more inclusive culture where every employee feels welcome to be their authentic self in the workplace. While it's true that one set of strategies may not fit each unique team, increased inclusion is impossible without first creating space for authentic and meaningful dialogue.

Thank you for helping the City enhance its inclusive excellence!