



BRIEFING

SMART Performance objectives to promote equality

The Race at Work Charter has five calls to action. This briefing supports action four - **Make clear that supporting equality in the workplace is the responsibility of all leaders and managers.**

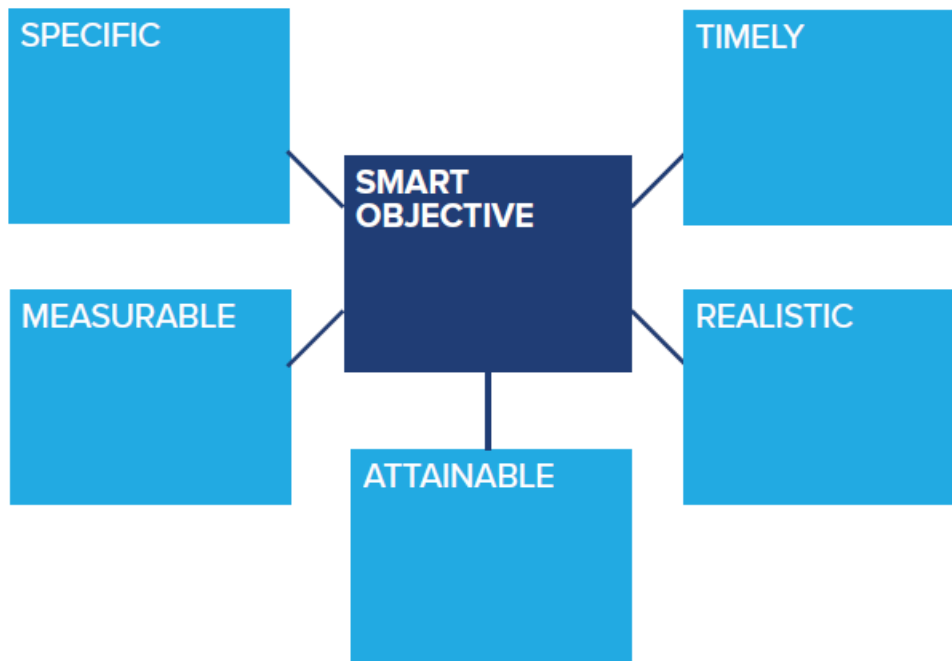
Actions can include ensuring that performance objectives for leaders and managers cover their responsibilities to support fairness for all staff.

- The *Race at Work 2018 scorecard report* highlighted that there was a drop in the percentage of managers with performance objectives to promote equality since 2015
- In addition, it highlighted that Black Asian and Minority Ethnic (BAME) managers were more likely to have a performance objective to promote diversity and inclusion than white managers.

We are not sure why these persistent disparities exist but a simple way to resolve them is to ensure that all leaders and managers with responsibilities for employees are given a performance objective to promote equality i.e., the responsibility to promote equality should be shared by all leaders within an organisation, not just the CEO or HR or Diversity and Inclusion specialists.

Performance objectives should link to the overall business goals and targets and should be SMART:





Guidance on what best practice looks like should be included in employee guidance, handbooks and supporting materials linked to the performance process, where this exists in your organisation. Good performance and achievement of objectives should contribute to the reward and recognition package within your organisation.

Employee survey results, 360 Degree feedback and improved outcomes on progression and development are a few concrete measures of success to check if performance objectives have been achieved.

Encourage managers to undertake unconscious bias training, give regular and timely feedback on tasks and performance to employees and ensure all employees within their teams get access to the appropriate training to ensure that they can do their jobs well and give stretch assignments to those on the team who are ambitious and want to progress.

- 70% of BAME employees who completed the Race at Work survey said that progression is important to them, in contrast to 38% of White employees saying that progression is important.
- 43% of BAME employees would like to access fast track opportunities and only 10% are on any fast track programme or initiative at present. A step change in action is required if the disparities that exist at senior levels in the UK in both the public and private sector is to be changed.