Supervisor Training@Iowa Glossary

Term	Definition
Diversity	Diversity refers to all aspects of human difference, social identities, and social group differences, including but not limited to race, ethnicity, creed, color, sex, gender, gender identity, sexual identity, socio-economic status, language, culture, national origin, religion/spirituality, age, (dis)ability, military/veteran status, political perspective, and associational preferences.
Engagement	Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace. Those that are not engaged may be satisfied but are not emotionally connected to their workplaces and are less likely to put in discretionary effort. The actively disengaged are emotionally disconnected from their work and workplace and can jeopardize their teams' performance.
Equity	Equity refers to fair and just practices and policies that ensure all campus community members can thrive. Equity is different than equality in that equality implies treating everyone as if their experiences are exactly the same. Being equitable means acknowledging and addressing structural inequalities — historic and current — that advantage some and disadvantage others. Equal treatment results in equity only if everyone starts with equal access to opportunities.
Functional Conflict	"Conflict" often carries a negative connotation but functional conflict means individuals in a group discuss points of disagreement with a spirit of collaboration. When conflict is functional, individual employees experience personal development and the group as a whole typically has more positive morale. Innovation and creativity are heightened in functional conflict because group members become more aware of their roles and discussions spawn fresh ideas.

Term	Definition
Inclusion	Inclusion refers to a campus community where all members are and feel respected, have a sense of belonging, and are able to participate and achieve to their potential. While diversity is essential, it is not sufficient. An institution can be both diverse and non-inclusive at the same time, thus a sustained practice of creating inclusive environments is necessary for success.
Macro-Aggression	Obvious, intentional, above board insults, where there is no chance of a mistake on the part of the transgressor (as is the case of micro-aggressions) to be provoking, insulting, or otherwise discourteous.
Micro-Aggression	Commonplace verbal or behavioral indignities, whether intentional or unintentional, which communicate hostile, derogatory, or negative slights and insults.
Onboarding	Merriam-Webster defines onboarding as the act or process of orienting and training a new employee. Here at UI, we'll define onboarding as our process to welcome and support employees during their transition to a new position. You can also think of onboarding as a way to invest in our people and get them engaged.
Stretch Assignment	Bersin & Associates defines a stretch assignment as a project or task given to employees which is beyond their current knowledge or skills level in order to "stretch" employees developmentally. The stretch assignment challenges employees by placing them into uncomfortable situations in order to learn and grow.
UI Core Values	In planning, setting priorities, and carrying out every aspect of its mission, The University of Iowa is guided by seven interdependent commitments, our core values.
UI ICARE Values	Values established for UI Health Care employees that focus on how employees engage in the work they do.
Upskilling	To improve the aptitude for work of (a person) by additional training. More than a third of respondents to a 2019 PriceWaterhouseCoopers survey indicated this was the third most important factor in deciding on a job, after salary and benefits.

Form of Bias	Definition
Affinity	Refers to the tendency for the interviewer to select and hire individuals who possess similar attributes/backgrounds to their own.
Contrast	Occurs when an interviewer compares candidates to each other or compares all candidates to a single candidate. For example, if one candidate appears to lack strong leadership experience; others may appear more qualified than they really are.
Cultural Noise	Occurs when candidates answer questions based on information they think will get them the job. Basically, they say what they think the interviewer wants to hear. For example, a candidate may say they like working as part of a team if the interviewer stresses teamwork as a requirement.
Gender	Occurs when there is unequal treatment in employment opportunity (such as promotion, pay, benefits and privileges) and expectations due to attitudes based on the sex of an employee or group of employees.
Generalization	Occurs when interviewers assume candidates' mannerisms in the interview are part of their everyday behavior. For example, candidates who are nervous in the interview can be generalized as always nervous.
Halo	Refers to when a candidate possesses a positive attribute which then becomes dominant and is transferred to all other aspects of the candidate's background and/or qualifications by the interviewer.
Horn	Refers to when a candidate possesses a negative attribute and it is overemphasized and transferred to all other aspects of the candidate's background and/or qualifications by the interviewer.
Nonverbal	Occurs when an interviewer is influenced by body language. A concerned look on a search committee's face or an affirmative nod when listening to candidates answering questions can send incorrect signals.
Recency	Occurs when the interviewer recalls the most recently interviewed candidates more clearly than earlier candidates during the decision-making process.
Stereotyping	Occurs when the interviewer assumes a candidate has specific traits because they are a member of a group. If job requirements include lifting 50 pounds, an interviewer might inaccurately assume women cannot meet this requirement.