

APM 2-52: Follow-up on feedback from supervisors

March 2024

A selection of supervisors were interviewed in small groups in late 2022 to provide feedback about [APM 2-52](#) and the associated resources. This feedback was used by the Resource Development Implementation Team during the review and evaluation process that took place prior to publishing the updated APM and resources in December 2023. The table below summarizes how feedback from supervisors informed the updates.

Feedback from supervisors	How feedback was addressed
We need trainings! VISIBILITY of trainings and more trainings.	Four different trainings were launched, including one specifically for supervisors: LGBTQ+ Part 1: Creating Inclusive Spaces; LGBTQ+ Part 2: Contributing to Systemic Change; Supervisors Building a Gender-Inclusive Workplace; Gender-Inclusive Language
Within trainings, something that could be very helpful would be hearing some stories (e.g. “I transitioned 5 years ago, and here’s what was helpful for me” – someone who is willing to share their personal story)	The trainings walk people through specific example scenarios, but not first-hand/ personal stories (too much emotional labor on trans folks).
Provide guidance on which terms are recommended to use relating to “Latinx” vs “Latine”	Added content in Language Guide about translations and using the terms “Latinx” and “Latine”
If there are questions that folks are coming up with and revisions are made, put a date on the resources so people know they’re up-to-date	Revision date has been added to the resources.
Honorifics - hard to ask about others’ honorifics as a simple question, but in rooms where you need a certain level of formality, legal situations, etc. – how do you determine?	Added content to Language Guide on how to use gender-neutral language in formal settings.
Create further resources with scripts that could be used in example situations (for example, when another coworker, a supervisor, and/or a member of the public misgenders someone).	Added additional scripts to the Language Guide, in particular related to customer service/conversation with members of the public, correcting someone on pronouns. Added additional scripts in the trainings.
Can be challenging (but is vital!) to find the balance between asking their employee how they would like to be supported and ensuring that the employee does not feel an undue burden of emotional or educational labor in the process.	Text addressing this was added to the Resource Guide within the Creating an Inclusive Workplace section: content on appropriate questions to ask trans coworkers and asking employees about how to support them.
Transition Liaison - with regard to defining transition teams (as outlined on page 8 of the Resource Guide), was noted that it would be helpful to have specific individuals outside of the agency listed as contacts who have experience with designing and implementing transition plans.	Due to issues with confidentiality, staff capacity, and emotional labor on trans staff, references to Transition Liaisons were removed from the Resource Guide. If specific assistance is needed, can contact inclusiveworkplace@cityofmadison.com

<p>Could be helpful to have a special note to supervisors: you need to be ready to take on more; be ready as a supervisor to really support the person coming out in the ways that they individually need, and to not burden them</p>	<p>Text addressing this was added to the Resource Guide within the Creating an Inclusive Workplace section. Added text on recognizing your power and responsibility.</p>
<p>Could utilize the Supervisor Network to create further connections and opportunities for check-in/feedback/discussion between supervisors.</p>	<p>Exploring how the Supervisor Network (the Supervisor Collective) could be used is on this year's work plan.</p>
<p>Celebrating, publicizing wins! For example, want to let other departments know what we did to implement this work ("here's where you start, here's what you can do!"). Often coming at this from the negative – something has happened and must be addressed; don't talk about all the times things went right, or did the process and it went okay and everyone is good.</p>	<p>The City is adequately celebrating wins through the all-staff emails. Resource Development Team has reservations about this suggestion -- don't want the City to get self-congratulatory about this policy; there's still so much work to do.</p>