>>>>myPerformance

Diversity and Inclusion Resource: LEADERSHIP

Values differences by ensuring that all people are included, respected and can engage in their work to the best of their abilities.

- Encourages participation in and provides professional development opportunities for employees as it relates to diversity and inclusion; serves as an example to others by demonstrating appropriate diversity and inclusion behaviors
- Communicates the positive effects of diversity and inclusion among team(s); ensures that direct reports and peers are
 treated fairly in department processes and practices and understands their responsibility in creating a diverse and
 inclusive environment
- Seeks input from key leaders and/or stakeholders and takes appropriate action to ensure that department practices are inclusive

Outstanding:

- Creates a department-wide diversity and inclusion professional development initiative (e.g. expects themselves and managers to create and track diversity and inclusion learning plans for employees)
- Is a role model for other leaders on diversity and inclusion feedback mechanisms and initiation of efforts to promote diversity and inclusion on teams (e.g. efforts to increase retention are replicated in other divisions)
- Method for integrating stakeholder expertise and best practices when making decisions is considered a model for whole organization (e.g. is sought out by other campuses on methods for reaching out to diverse donor and alumni populations)

Exceeds Expectations:

- Seeks out and proposes new development opportunities for diversity and inclusion competencies for self and employees (e.g. finds several training sessions and removes barriers that could prevent employees from attending); models the ongoing learning process by engaging in it themselves
- Builds regularly occurring process to gain feedback and suggestions from employees about work environment and processes; initiates efforts to promote diversity and inclusion on teams (e.g. establishes a team to identify ways to increase retention through building an inclusive environment, such as flexible work arrangements, and regularly tracks progress of initiatives)
- Conducts a regular audit of decision-making practices in organization to ensure that inclusive practices are implemented (e.g. consults with diversity and inclusion experts to explore new ways diversity and inclusion can be integrated into their functional area)

Successful:

- Informs employees about and encourages them to attend diversity and inclusion educational opportunities; educates themselves on diversity and inclusion; expects employees to apply learning to their job (e.g. enforces the expectation of avoiding colloquialisms in all presentations)
- Asks for suggestions and feedback from employees about work environment and processes, makes timely adjustments based on feedback, and monitors progress; supports efforts to promote diversity and inclusion on teams (e.g. supports team in advertising an open position in a variety of outlets)
- Regularly integrates expertise from stakeholders and best practices when determining how to meet organizational needs (e.g. checks with subject matter experts to ensure diversity and inclusion best practices are integrated in current projects)

Improvement Expected:

- Requires employees to participate in some form of diversity and inclusion education, but does not link diversity and inclusion training to job responsibilities (e.g. allows time for training but does not expect employees to avoid scheduling events on religious holidays)
- Asks for suggestions and feedback from employees about work environment and processes, but does not act upon them in a timely or transparent way; attempts to include diversity into teams but does not question/change standardized practices (e.g. continues using non-standardized interview process)
- Sometimes seeks input from stakeholders and consults best practices when determining how to meet organizational needs (e.g. may involve some stakeholders in building renovation decisions but does not prioritize accessibility of building)

Unacceptable:

- Does not support employees in improving diversity and inclusion competence in or provide learning opportunities to do so (e.g. declines requests by employees to take work time to attend a diversity and inclusion training session).
- Does not ask for suggestions from employees about how to improve work tasks as related to inclusion; does not seek out or act upon suggestions or complaints related to inclusion; does not attempt to integrate diversity into teams (e.g. does not consider diversity in hiring or when forming teams or committees)
- Does not seek input from stakeholders or consult best practices when determining how to meet organizational needs (e.g. makes decisions about reorganizations alone)