Diversity and Inclusion Resource: MANAGEMENT

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

- Proactively provides resources and support for ongoing education of employees as it relates to diversity and inclusion; acknowledges and reinforces positive diversity and inclusion behaviors
- Creates and leads a culture/environment of inclusion by exemplifying inclusive behaviors, challenging the status quo, and suggesting improvements, as appropriate; promotes the interaction and integration of diverse individuals into teams to positively impact the function/department and to ensure diversity and inclusion needs are met
- Integrates different perspectives and backgrounds to meet organizational needs and establish the new way of working; models inclusive decision-making within own and across functions/departments

Outstanding:
- **Develops or facilitates new development opportunities for diversity and inclusion competencies for employees** (e.g. spends time during project debriefs analyzing inclusion of project and how it can be done more effectively for other projects)
- **Advocates diversity and inclusion practices for adoption in cross-functional initiatives** (e.g. is sought out by other divisions on methods for reaching out to diverse donor and alumni populations)
- **Consults with leadership to propose and implement inclusive departmental practices with regular assessment mechanisms** (e.g. designs fair and consistent applicant screening processes that entire division uses)

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)
- **Infuses diversity and inclusion practices into all departmental initiatives; conducts regular review of protocols to be sure they are being followed and that the results are equitable** (e.g. provides consistent and regular coaching to all direct reports, including on how to further support diversity and inclusion)
- **Regularly audits departmental practices to ensure inclusive practices are implemented** (e.g. consults with team, peers, and subject matter experts when reviewing project management practices)

Successful:
- **Designates time for self and all employees to participate in diversity and inclusion development opportunities; applies competencies learned during these opportunities in daily practice** (e.g. expects employees to create accessible materials)
- **Regularly communicates the value of diversity and inclusion among teams; puts protocols in place to promote equity in treatment** (e.g. facilitating forums for team members to discuss areas of improvement)
- **Regularly consults stakeholders or best practices before implementing departmental practices** (e.g. gets team's input when determining schedule and agenda for team meetings)

Improvement Expected:
- **Allows employees to engage in diversity and inclusion activities and opportunities, but does not introduce these activities to the entire team** (e.g. sometimes informs employees about learning opportunities related to diversity and inclusion)
- **Communications omit diversity and inclusion as an objective; no systems in place to ensure equitable treatment of direct reports and peers** (e.g. makes little effort to ensure that diversity is reflected in public documents)
- **Sometimes consults stakeholders or best practices before implementing departmental practices** (e.g. sometimes consults team members before determining new team processes)

Unacceptable:
- **Discourages participation in professional development opportunities for employees under their supervision as it relates to diversity and inclusion** (e.g. will not allow employees to engage in diversity and inclusion training sessions during work hours)
- **Communications to team minimize or disparage diversity and inclusion as an objective, as well as the team's role in achieving this** (e.g. claims that diversity and inclusion is not a responsibility of themselves or the team)
- **Does not seek input from stakeholders or consult best practices when implementing departmental practices** (e.g. does not discipline employees appropriately)