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)