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)