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

- Identifies, builds upon and integrates/incorporates specific capabilities needed to enhance diversity and inclusion in particular subject area and interactions
- Observes and is aware of employee interactions, ensuring that colleagues are treated fairly in department processes and practices and identifying/addressing when diversity and inclusion is not upheld
- Effectively integrates diverse perspectives into decisions, projects, and plans

**Outstanding:**
- Actively seeks out and frequently engages in training and development opportunities around diversity and inclusion in a variety of formats (e.g. instructor led training, online learning, book reading, blog posts, etc.); applies what they have learned and educates others (e.g. explains to a colleague why not trying to pronounce an international student’s name is a microagression)
- Is regarded as an expert by others in using inclusive language in all forms of communication (e.g. is sought out by colleagues on what language to use)
- Is regarded as an expert by others in integrating diverse and inclusive perspectives into all aspects of work (e.g. is added to project teams to ensure inclusion is weaved throughout the project plan)

**Exceeds Expectations:**
- Frequently engages in diversity and inclusion training and development opportunities in a variety of formats (e.g. ensures colloquialisms are not used in presentations)
- Actively learns and applies inclusive language to all forms of communication (e.g. formal and informal in-person interactions; phone calls; emails); identifies and addresses when actions or environment do not support diversity and inclusion (e.g. checks that all project materials are in line with appropriate LGBTQ terminology)
- Proactively builds in diverse perspectives into projects and own work by integrating not only stakeholders’ perspectives, but internal/external subject matter experts to review inclusivity opportunities and barriers (e.g. including an accessibility expert on a project team to ensure all documentation and output is accessible with a screen reader)

**Successful:**
- Voluntarily engages in diversity and inclusion training and development opportunities; applies knowledge to work and interactions (e.g. checks the reading level of public documents)
- Is respectful when interacting with others, including using appropriate terms; identifies and addresses when actions or environment do not support diversity and inclusion (e.g. alerts maintenance when a ramp is icy)
- Builds in opportunities to obtain and integrate different perspectives into decisions, projects, and plans (e.g. identifies specific vetting process of various stakeholders throughout a project plan)

**Improvement Expected:**
- Engages in diversity and inclusion training and development opportunities when asked; sometimes applies knowledge to work and interactions (e.g. sometimes develops materials that are not accessible to people with hearing or visual disabilities)
- Sometimes uses inclusive language but gets defensive when alerted to use of incorrect terms; addresses obvious negative actions (e.g. racial slurs) but doesn’t notice or act on more subtle behavior (e.g. inviting others to or participating in work events where only men on the team are invited)
- Sometimes integrates diverse perspectives into work, but does not intentionally seek out alternative views (e.g. is surprised to find out that a valuable stakeholder disagrees with the direction of a project)

**Unacceptable:**
- Does not make any effort to learn about diversity and inclusion initiatives despite encouragement to do so; if attempts to learn, does not apply knowledge to interactions with others (e.g. continues to schedule events on non-Christian religious holidays when asked not to)
- Uses derogatory terms when referring to and interacting with others even when educated on inclusive terms (e.g. not using preferred gender pronouns); participates in actions that hinder diversity and inclusion efforts (e.g. laughs when a colleague uses a racial slur)
- Discourages discussions and differing perspectives in decisions, projects, and plans (e.g. ignores technology suggestions from an older person on the team)