

Diversity and Inclusion Resource: SUBJECT MATTER PROFESSIONAL

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 microaggression)
- **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. instructor led training, online learning, book reading, blog posts, etc.); **applies knowledge to all work and interactions** (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)