

# Performance Management Guide Sheets Inclusion, Diversity, and Engagement

# For Supervisors

RATINGS	EXPLANATION	STATEMENT	BEHAVIORS MAY INCLUDE...
<b>5 = Consistently Exceeds Expectations</b>	The employee consistently demonstrates higher level attributes and behaviors	<b>Excels at creating, supporting, and encouraging an environment that is Inclusive, Diverse, and Engaging</b>	<ul style="list-style-type: none"> <li>Requires diverse candidate pools for all position in the hiring process.</li> <li>Coaches, grooms and mentors employees from all backgrounds.</li> <li>Actively seeks input from all employees to create an environment where differences and the freedom to speak opinions respectfully are encouraged.</li> <li>Actively initiates ways to promote Inclusion, Diversity, and Engagement.</li> <li>Leads by positive example to guide others toward deeper appreciation for differences and employees from all backgrounds.</li> </ul>
<b>4 = Fully Achieves and Occasionally Exceeds Expectations</b>	The employee periodically demonstrates higher level attributes and behaviors	<b>Consistently creates and encourages environments that support Inclusion, Diversity, and Engagement</b>	<ul style="list-style-type: none"> <li>Consistently invites ideas, input, and feedback from different perspectives.</li> <li>Openly demonstrates empathy and respect towards individuals from all backgrounds.</li> <li>Actively strives to encourage an inclusive work environment where individuals from all backgrounds are treated fairly and respectfully.</li> </ul>
<b>3 = Fully Achieves Expectations</b>	The employee consistently demonstrates all essential attributes and behaviors	<b>Actively supports an environment that is Inclusive, Diverse, and Engaging</b>	<ul style="list-style-type: none"> <li>Works to ensure hiring practices are open and inclusive of individuals from all background.</li> <li>Takes initiative to better understand and apply the benefits and value of Inclusion, Diversity, and Engagement.</li> <li>Identifies and implements practices in the workplace where Inclusion, Diversity, and Engagement can improve team performance.</li> <li>Demonstrates respect and fairness for all employees.</li> <li>Calls out inappropriate and disruptive behavior. Does not tolerate inappropriate behavior simply because it might be perceived as “the way things are.”</li> <li>Open to looking at issues differently and from a different perspective.</li> </ul>
<b>2 = Sometimes Achieves Expectations</b>	The employee is learning the essential attributes and behaviors or inconsistently demonstrates attributes and behaviors	<b>Contributes to an environment that prohibits or delays progress regarding Inclusion, Diversity, and Engagement</b>	<ul style="list-style-type: none"> <li>Inconsistently adheres to EEO program requirements</li> <li>Does not actively seek opportunities to ensure workplace diversity in all roles.</li> <li>Refrains from promoting training opportunities for employees of all backgrounds.</li> <li>Demonstrates inability to work effectively with others who do not share the same perspectives.</li> <li>Forces personal beliefs and/or methods on others .</li> <li>Does not fairly consider diverse candidate pools.</li> <li>Participates in inappropriate assumptions, actions or comments towards employees/customers based on their background and/or dimensions of diversity (race, gender, ethnicity, sexual orientation, etc.).</li> </ul>
<b>1 = Unsatisfactory/Rarely Achieves Expectations</b>	The employee does not demonstrate the essential attributes and behaviors	<b>Creates an environment that prohibits progress regarding Inclusion, Diversity, and Engagement</b>	<ul style="list-style-type: none"> <li>Does not adhere to EEO program requirements</li> <li>Prohibits and implements barriers to creating opportunities that ensure workplace diversity in all roles.</li> <li>Refrains from creating training opportunities for employees of all backgrounds.</li> <li>Creates and supports workplace environments that are not collaborative</li> <li>Does not demonstrate interest in looking at diverse candidate pools.</li> <li>Demonstrates a lack of self-awareness of how their actions impact others .</li> <li>Makes, encourage, and supports inappropriate assumptions, actions or comments towards</li> </ul>

# For Employees

RATINGS	EXPLANATION	STATEMENT	BEHAVIORS MAY INCLUDE...
<b>5 = Consistently Exceeds Expectations</b>	The employee consistently demonstrates higher level attributes and behaviors	<b>Excels at creating, supporting, and encouraging an environment that is Inclusive, Diverse, and Engaging</b>	<ul style="list-style-type: none"> <li>Consistently strives to ensure that all team members are included in departmental opportunities regardless of their background.</li> <li>Actively dedicates resources for supporting Inclusion, Diversity, and Engagement for all employees</li> <li>Champions efforts to communicate, support, and strengthen Inclusion, Diversity, and Engagement.</li> </ul>
<b>4 = Fully Achieves and Occasionally Exceeds Expectations</b>	The employee periodically demonstrates higher level attributes and behaviors	<b>Consistently creates and encourages environments that support Inclusion, Diversity, and Engagement</b>	<ul style="list-style-type: none"> <li>Consistently invites ideas, input, and feedback from different perspectives.</li> <li>Openly demonstrates empathy and respect towards individuals from all backgrounds.</li> <li>Actively strives to encourage an inclusive work environment where individuals from all backgrounds are treated fairly and respectfully.</li> </ul>
<b>3 = Fully Achieves Expectations</b>	The employee consistently demonstrates all essential attributes and behaviors	<b>Actively supports an environment that is Inclusive, Diverse, and Engaging</b>	<ul style="list-style-type: none"> <li>Treats others equitably and respects individual differences.</li> <li>Adheres to EEO requirements as applicable.</li> <li>Demonstrates willingness to include individuals from all backgrounds in opportunities and interactions.</li> <li>Avoids making and participating in jokes that are offensive to others.</li> <li>Often welcomes and considers the ideas and views of others.</li> </ul>
<b>2 = Sometimes Achieves Expectations</b>	The employee is learning the essential attributes and behaviors or inconsistently demonstrates attributes and behaviors	<b>Contributes to an environment that prohibits or delays progress regarding Inclusion, Diversity, and Engagement</b>	<ul style="list-style-type: none"> <li>Does not actively seek input and/or feedback from individuals from all backgrounds</li> <li>Often unwilling to include individuals from all backgrounds and actively alienates others.</li> <li>Demonstrates inability to work effectively with others who do not share the same perspectives.</li> </ul>
<b>1 = Unsatisfactory/Rarely Achieves Expectations</b>	The employee does not demonstrate the essential attributes and behaviors	<b>Creates an environment that prohibits progress regarding Inclusion, Diversity, and Engagement</b>	<ul style="list-style-type: none"> <li>Does not demonstrate value for ideas and views of others.</li> <li>Has demonstrated discriminatory behavior and actions.</li> <li>Makes inappropriate comments, gestures, and assumptions about employees/customers based on their background and/or dimensions of diversity (race, gender, ethnicity, sexual orientation, etc.).</li> </ul>