

**Diversity, Equity, and Inclusion - Supervisor & Manager**

<b>Diversity, Equity and Inclusion</b>		
<b>Unacceptable (1)</b>	<b>Meets Expectations (3)</b>	<b>Far Exceeds Expectations (5)</b>
Haphazardly pursues opportunities (e.g., readings, forums, special interest groups, etc.) that could foster greater self-awareness and reflection on one's biases, assumptions and attitudes	Actively pursues opportunities (e.g., readings, forums, special interest groups, etc..) that foster greater self-awareness and reflection on one's biases, assumptions and attitudes	Shares learnings from training, readings, etc. with staff and others to foster self-awareness of biases, assumptions and attitudes, including discussions and team building exercises.
Stays silent on opportunities that could encourage others to pursue or join in pursuing personal and professional development (e.g., LOD classes, e-learning, books) on issues related to diversity, equity, and inclusion.	Encourages others to pursue or join in pursuing personal and professional development (e.g., LOD classes, e-learning, books) on issues related to diversity, equity, and inclusion.	Sets goals and expectations that others on staff pursue personal and professional development on DEI. Includes in annual performance review.
At times misses opportunities to share insights and visible support (through words, actions, etc.) regarding the role of social identity (e.g., race, gender, disability status, religion, etc..) and its relevance in the workplace.	Shares insights and visible support (through words, actions, etc.) regarding the role of social identity (e.g., race, gender, disability status, religion, etc..) and its relevance in the workplace.	Facilitates dialogue in staff meetings, retreats, etc. regarding social identity and its relevance in the workplace.
Seldom shares personal examples or best practices in the use diversity-related organizational policies, procedures, and/or resources (e.g., DEI office) to help resolve issues and make decisions.	Shares personal examples and best practices in the use diversity-related organizational policies, procedures, and/or resources (e.g., DEI office) to help resolve issues and make decisions.	Provides training, guidance, and resources to staff that ensure diversity-related organizational policies, procedures, and/or resources (e.g., DEI office) are understood and leveraged when making relevant decisions.
Shows little interest in building relationships with people from other cultures and backgrounds; seldom	Proactively and enthusiastically establishes relationships with people from other cultures and backgrounds; seeks	Is a sought-after resource for how to establish relationships with people from other cultures and backgrounds; seeking and using their ideas,

Please be mindful of different cultural norms and neurodiverse populations when applying these standards.