

Diversity and Intercultural Understanding

Guideline for Performance Ratings

Outstanding	Exceeds Expectations	Meets Expectations	Not Meeting Expectations
<p style="text-align: center;">Promotes a culture that leverages diversity</p> <p style="text-align: center;">Adapts workplace behaviors based on an understanding of cultural diversity</p>	<p style="text-align: center;">Develops practices, policies and procedures which promote diversity, equity and inclusion</p>	<p style="text-align: center;">Creates a work environment that embraces diversity</p> <p style="text-align: center;">Recognizes cultural diversity and personal biases</p>	<p style="text-align: center;">Inappropriate behavior, cultural insensitivity, ignorance and cultural incompetence</p>
<ul style="list-style-type: none"> ▪ Allocates resources to programs that will enhance the understanding of diversity at all levels of the organization ▪ Develops a framework for understanding other cultures and communicates with team members ▪ Integrated cultural knowledge into organizational standards, policies and practices ▪ Accepts and respects differences of others ▪ Adapts to the diverse styles and needs of team members and colleagues ▪ Advocates for services to accommodate diverse employees 	<ul style="list-style-type: none"> ▪ Accommodates cultural differences and needs based on identity in the selection process ▪ Establishes and supports programs to enhance intercultural competence among members of the organization ▪ Coaches others in displaying behaviors that support diversity ▪ Develops programs to support new employees in recognizing the importance of cultural diversity ▪ Encourages constructive discussions of differences ▪ Establishes a zero-tolerance policy for acts of bias within work unit and holds team members accountable for inappropriate behavior 	<ul style="list-style-type: none"> ▪ Builds diverse work teams ▪ Provides fair workplace opportunities and treats individuals equitably ▪ Follows equitable recruitment and selection processes ▪ Actively recruits diverse candidates ▪ Seeks out opportunities to learn about cultures and lifestyles different from their own ▪ Has an understanding of own attitudes, beliefs and values towards people of different cultures ▪ Respects Equal Employment Opportunity and Affirmative Action laws and University policies on diversity 	<ul style="list-style-type: none"> ▪ Makes insensitive and derogatory comments based on the social identities of coworkers ▪ Refuses to follow equitable policies and practices ▪ Bullies and/or belittles coworkers from minoritized groups ▪ Refuses to address insensitive behavior exhibited in the workplace