Performance Management Guide Sheets
Inclusion, Diversity, and Engagement
For Supervisors
<table>
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<th>RATINGS</th>
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</table>
| 5 = Consistently Exceeds Expectations | The employee consistently demonstrates higher level attributes and behaviors | **Excels at creating, supporting, and encouraging an environment that is Inclusive, Diverse, and Engaging**                      | • Requires diverse candidate pools for all position in the hiring process.  
• Coaches, grooms and mentors employees from all backgrounds.  
• Actively seeks input from all employees to create an environment where differences and the freedom to speak opinions respectfully are encouraged.  
• Actively initiates ways to promote Inclusion, Diversity, and Engagement.  
• Leads by positive example to guide others toward deeper appreciation for differences and employees from all backgrounds. |
| 4 = Fully Achieves and Occasionally Exceeds Expectations | The employee periodically demonstrates higher level attributes and behaviors | **Consistently creates and encourages environments that support Inclusion, Diversity, and Engagement**                         | • Consistently invites ideas, input, and feedback from different perspectives.  
• Openly demonstrates empathy and respect towards individuals from all backgrounds.  
• Actively strives to encourage an inclusive work environment where individuals from all backgrounds are treated fairly and respectfully. |
| 3 = Fully Achieves Expectations      | The employee consistently demonstrates all essential attributes and behaviors | **Actively supports an environment that is Inclusive, Diverse, and Engaging**                                              | • Works to ensure hiring practices are open and inclusive of individuals from all backgrounds.  
• Takes initiative to better understand and apply the benefits and value of Inclusion, Diversity, and Engagement.  
• Identifies and implements practices in the workplace where Inclusion, Diversity, and Engagement can improve team performance.  
• Demonstrates respect and fairness for all employees.  
• Calls out inappropriate and disruptive behavior. Does not tolerate inappropriate behavior simply because it might be perceived as “the way things are.”  
• Open to looking at issues differently and from a different perspective. |
| 2 = Sometimes Achieves Expectations  | The employee is learning the essential attributes and behaviors or inconsistently demonstrates attributes and behaviors | **Contributes to an environment that prohibits or delays progress regarding Inclusion, Diversity, and Engagement**            | • Inconsistently adheres to EEO program requirements  
• Does not actively seek opportunities to ensure workplace diversity in all roles.  
• Refrains from promoting training opportunities for employees of all backgrounds.  
• Demonstrates inability to work effectively with others who do not share the same perspectives.  
• Forces personal beliefs and/or methods on others .  
• Does not fairly consider diverse candidate pools.  
• 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.). |
| 1 = Unsatisfactory/Rarely Achieves Expectations | The employee does not demonstrate the essential attributes and behaviors | **Creates an environment that prohibits progress regarding Inclusion, Diversity, and Engagement**                           | • Does not adhere to EEO program requirements  
• Prohibits and implements barriers to creating opportunities that ensure workplace diversity in all roles.  
• Refrains from creating training opportunities for employees of all backgrounds.  
• Creates and supports workplace environments that are not collaborative  
• Does not demonstrate interest in looking at diverse candidate pools.  
• Demonstrates a lack of self-awareness of how their actions impact others .  
• Makes, encourage, and supports inappropriate assumptions, actions or comments towards employees/customers based on their background and/or dimensions of diversity (race, gender, ethnicity, sexual orientation, etc.). |
For Employees
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| 5 = Consistently Exceeds Expectations | The employee consistently demonstrates higher level attributes and behaviors | **Exceeds** at creating, supporting, and encouraging an environment that is Inclusive, Diverse, and Engaging | • Consistently strives to ensure that all team members are included in departmental opportunities regardless of their background.  
• Actively dedicates resources for supporting Inclusion, Diversity, and Engagement for all employees  
• Champions efforts to communicate, support, and strengthen Inclusion, Diversity, and Engagement. |
| 4 = Fully Achieves and Occasionally Exceeds Expectations | The employee periodically demonstrates higher level attributes and behaviors | **Consistently** creates and encourages environments that support Inclusion, Diversity, and Engagement | • Consistently invites ideas, input, and feedback from different perspectives.  
• Openly demonstrates empathy and respect towards individuals from all backgrounds.  
• Actively strives to encourage an inclusive work environment where individuals from all backgrounds are treated fairly and respectfully. |
| 3 = Fully Achieves Expectations     | The employee consistently demonstrates all essential attributes and behaviors | **Actively** supports an environment that is Inclusive, Diverse, and Engaging | • Treats others equitably and respects individual differences.  
• Adheres to EEO requirements as applicable.  
• Demonstrates willingness to include individuals from all backgrounds in opportunities and interactions.  
• Avoids making and participating in jokes that are offensive to others.  
• Often welcomes and considers the ideas and views of others. |
| 2 = Sometimes Achieves Expectations | The employee is learning the essential attributes and behaviors or inconsistently demonstrates attributes and behaviors | **Contributes to** an environment that prohibits or delays progress regarding Inclusion, Diversity, and Engagement | • Does not actively seek input and/or feedback from individuals from all backgrounds  
• Often unwilling to include individuals from all backgrounds and actively alienates others.  
• Demonstrates inability to work effectively with others who do not share the same perspectives. |
| 1 = Unsatisfactory/Rarely Achieves Expectations | The employee does not demonstrate the essential attributes and behaviors | **Creates** an environment that prohibits progress regarding Inclusion, Diversity, and Engagement | • Does not demonstrate value for ideas and views of others.  
• Has demonstrated discriminatory behavior and actions.  
• Makes inappropriate comments, gestures, and assumptions about employees/customers based on their background and/or dimensions of diversity (race, gender, ethnicity, sexual orientation, etc.). |