CITY OF
SCOTTSDALE

DIVERSITY COMPETENCY EXAMPLES

1. Respect, seek to understand, and value individual differences.

Example:

Needs improvement:

- Starts and/or supporting negative conversations about a person's or group of people's visible or invisible diversity traits.
- Employee is unreceptive to new ideas resulting in a lack of respect for differences in the workplace.
- Regularly relies on generalizations or stereotypes that perpetuate misunderstandings of groups of people.
- Any misconduct resulting in AR333 Part II violation and says they do not know the policy.

Meets:

- Can hold criticisms and comments to hear different views (respect, understand, value) before making decisions.
- Verbalizes appreciation of the diverse nature of workforce and utilizes employee talents and ideas.
- Supports diversity framework and associated goals
- Encourages new ideas from people on ways to expand diversity and inclusion in the workplace.

Exceeds:

- Proactively engages and supports workplace dialogue around diversity topics resulting in a reinforcement of employee values and associated inclusive behaviors.
- Utilizes training to "speak up" to confront inappropriate workplace behavior as part of redirection and awareness.

2. Help to create a welcoming environment that fosters diversity by encouraging contributions from all individuals.

Needs Improvement:

- Fails to be considerate of diversity when planning, implementing a city service or opportunity.
    - Example: Scheduling a public registration day on a religious holiday.
- Does not provide and or participate in diversity training, activities and initiatives.
- Disregards diversity initiatives.
    - Does not attend diversity training
    - Does not foster diversity by encouraging contributions from all individuals.
    - Verbally communicates a disregard for diversity

Meets:

- Recognizes inclusion as an important part of the work environment by valuing each individual in the organization.
    - Working to involve members of the work team in meeting, work related conversations.
    - Supporting new ideas and different perspectives shared by team members.
- Promptly addresses and responds to diversity situations (both positive and negative situations) with appropriate action.
- Is mindful of personal prejudices and demonstrates acceptance of new and diverse opportunities and people
- Ensures that diversity awareness training is provided to staff and/or incorporated into programs and services.

Exceeds:

- Capitalizes on diversity in workforce to foster mentoring or coaching within the work team.
- Introduces at least two department ideas relating to a diversity priority that fosters employee/citizen involvement and results in an enhancement of services or program.
- Presents on diversity related initiative, situation, program, event or service provided to the respective commission.
- Ensures that diversity is incorporated into programs and services.

- o Spearheads collaborative efforts including cross division information sharing and identifies strategy to engage a cross-section of talent and ideas

3. Respectfully listen to the opinions, concerns, and ideas of others.

Needs Improvement:

- Regularly and visibly displays negative behaviors
- Eye Rolling, Facial Expressions, Sighs/Huffs
- Limits involvement by others
- Interrupts, Dismissive, Walks away

Meets:

- Regularly and visibly displays positive behaviors:
- Eye contact, Attentive, Agreeable
- Re-directs biased comments into positive discussion
- Asks others to join discussion

Exceeds:

- Consistently facilitates discussions about cultural change
- Uses appropriate experiences to educate on and support City values
- Consistently creates safe environment for difficult conversations
- Uses personal coaching to improve soft skills

4. Pursue opportunities to include and engage others who have skills, interests, or experiences that are different from your own.

Needs improvement:

- Often is unwilling to consider opportunities that could expand understanding of others different than themselves.
- Does not make an effort to plan to attend or participate in diversity and inclusion opportunities.
- Exhibits lack of support for a diverse and inclusive organizational culture.
- If applicable, employee does not always consider community perceptions or encourage public input when making recommendations that will affect a city service.
- Has not demonstrated an interest in seeking out opportunities to increase understanding of diversity awareness such as attending DAC Committee sponsored events or Diversity Lunch and Learn training.

Meets:

- Often demonstrates awareness of one's own stereotypes and their origins.
- Consistently shows a willingness to challenge assumptions and stereotypes when recognized.
- Easily identifies special considerations relating to diversity traits (mental health, crisis, homeless, etc.) Regularly has a focused message of assurance of inclusion of diverse perspectives.
- Has demonstrated an awareness, openness or willingness to engage others in conversations that challenge or differ from one's own values, beliefs and perspectives.
- Employee has attended a diversity training organized by a departmental leadership team and has attended a diversity training opportunity offered through Scottsdale University.

Exceeds:

- Uses self-awareness to deflect biases.
- Responds to personal prejudices and pursues ways to gain skill to avoid negative impacts in the workplace or with customers.
- Consistently exhibits a clear motivation to engage others to avoid unintentional exclusion.
- Organizes and facilitates training and leadership opportunities for co-workers that include topics outlined in the City's Diversity Goals and Objectives.
- Organizes events that promote cultural awareness for citizens: Examples include Native American Awareness Month event at Vista Del Camino, Scottsdale International Club dance performances at Paiute and Vista Del Camino Community Centers, Saturday dances at Scottsdale Senior Centers and Adaptive Services Center, and multiple DAC Committee community events including City Employee Day at Habitat for Humanity Project sites.