

## DEI Competency

### **Diversity, Equity, Inclusion, and Respect**

- Demonstrates civility and respect for others through behavior and language.
- Promotes diversity by creating opportunities for diverse participation in work activities or staff recruitment when possible.
- Strengthens understanding of the importance of diversity, skills in inclusive communication, and knowledge of equitable practices by regular participation in trainings, workshops, or opportunity-driven DEI events, and accounts their work time to this effort when possible.
- Creates opportunities to take in new perspectives by participating in dialogues about diversity, equity, and inclusion.
- Promotes and maintains effective and efficient working relationships with other employees by solving interpersonal conflicts constructively, and demonstrates knowledge of inclusive conflict resolution skills.
- Takes substantive measures to create and maintain an inclusive environment, free of bias, which welcomes diversity and enables their fellow employees to succeed.

### **Examples:**

- Kindly corrects inappropriate behavior.
- Attending DEI- related talks
- Taking DEI-related training
- Join DEI-related activities
- Encouraging participation and input from everyone in meetings
- Kindly corrects inappropriate behavior.
- Attending DEI- related talks
- Taking DEI-related training
- Join DEI-related activities
- Encouraging participation and input from everyone in meetings
- Vary the participants of working groups
- Request feedback from individuals outside your regular co-workers
- Edit the language in documents to reflect respect for differences
- Find appropriate avenues to raise awareness of unintentional behaviors and manners of speech that could exclude co-workers
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- Find appropriate avenues to raise awareness of unintentional behaviors and manners of speech that could exclude co-workers
- Foster the behavior of sharing information among the team, sharing lessons learned through the years so everyone moves forward together
- Compliment someone's work or good idea (possibly in presence of their supervisors)

- Choose a random act of kindness several times a year (we can provide a list [somewhere else](#) but for example (i) leave positive notes on people's desks /white board; (ii) stop by your coworker's desk to say good morning....)

#### Appendix – Previously proposed language for reference

1. Lynda Dec's proposal for the NOIRlab DEI competency: Shared August 19. 2021

#### **Diversity, Inclusion, Respect & Empathy**

- Demonstrates respect for others through behavior, language and tone of voice
- Fosters an inclusive environment
- Treating others fairly and ethically, with respect and human dignity
- Takes an active interest in understanding another person's thoughts, feelings and emotion and communicating with emotional intelligence.

1. Example DEI Competency from CTIO/MSO

**\*\*SUPPORTING AN INCLUSIVE & DIVERSE ENVIRONMENT**

#### **Description, draft August 2021**

Demonstrates respect for differences (e.g. personality, language, learning styles and life experiences) and group differences (e.g. race, ethnicity, class, gender identity, sexual orientation, sexual identity, country of origin and ability status, as well as cultural, political, religious or other affiliations).

Treats individuals fairly, equitably and with dignity and fosters an inclusive environment.  
Creates opportunities for diverse participation in work activities.

Promotes and maintains effective and efficient working relationships with other employees.  
Solves interpersonal conflicts constructively.

Demonstrates civility and respect for others through behavior, language and tone of voice.  
Strengthens personal awareness of diversity by the regular participation in training training, workshops, and NOIRLab-sponsored DEI events.

1. Text from DEI competencies used in 2020 - there were two versions in use

**\*SUPPORT AN INCLUSIVE, DIVERSE ENVIRONMENT**

- Demonstrates respect and inclusiveness for people and treats individuals fairly, equitably and with dignity regardless of race, gender, disability, lifestyle, or viewpoint.
- Understands diverse opinions, cultures, experiences and backgrounds are essential in achieving better results for the organization.
- Respects the uniqueness of individuals' talents, skills, abilities, experiences and cultures and understands why it is necessary to achieve optimum results for the organization.

**\*\*SUPPORTING AN INCLUSIVE & DIVERSE ENVIRONMENT**

- Demonstrates respect for differences (e.g. personality, language, learning styles and life experiences) and group differences (e.g. race, ethnicity, class, gender identity, sexual orientation, sexual identity, country of origin and ability status, as well as cultural, political, religious or other affiliations).
- Treats individuals fairly, equitably and with dignity and fosters an inclusive environment.
- Creates opportunities for diverse participation in work activities.
- Promotes and maintains effective and efficient working relationships with other employees.
- Solves interpersonal conflicts constructively.
- Demonstrates civility and respect for others through behavior, language and tone of voice.
- Strengthens personal awareness of diversity by the regular participation in training workshops and seminars.

1. DEI Competency as proposed by Ameerah - drawn out of the comments

My recommendation is that the proposed performance standard be written in order to obtain specific, measurable outcomes for the employee being evaluated, especially for supervisors and managers.  
For example:

1) The employee demonstrates adherence to fair hiring procedures, best practices and AURA/NOIRLab employment policies ensuring that hiring and employment decisions are based on job-related criteria and factors.

2) The employee demonstrates commitment to and success in recruiting, retaining and supporting a diverse workforce.

3) The employee provides leadership in their division by taking proactive steps to increase the number of historically underrepresented applicants, employees, program participants.

4) The employee takes substantive measures to create and maintain an inclusive environment, free of bias, which welcomes diversity and enables employees to succeed.

5) The employee promotes the practice of DEI in astronomy through publications and/or presenting at conferences.

6) The employee has received internal or external recognition and awards for their commitment to DEI.

## Evaluation Rubrics

### For non-managers:

**Outstanding Performer** - Meets the standards of Strong Performer. Has also made measurable contributions to DEI within NOIRLab or its community. Takes a strong active role in fostering and driving inclusion within NOIRLab. Achieves results through DEI best practices, and fulfills many of the points of the DEI competency. Actively participates and contributes in DEI initiatives, workshops, or creates new spaces for DEI-centric dialogues or activities.

**Strong Performer** - Meets the standard of Successful Performer. Promotes diversity by creating opportunities for diverse participation in work activities or staff recruitment when possible. Strengthens understanding of the importance of diversity, skills in inclusive communication, and knowledge of equitable practices by regular participation in trainings, workshops, or opportunity-driven DEI events, and accounts their work time to this effort when possible.

**Successful Performer** Demonstrates civility and respect for others through behavior and language. Participates in trainings, workshops, or opportunity-driven DEI events. Demonstrates a mix of passive and active support in promoting an inclusive work environment.

**Attention Required** - Demonstrates a passive support of an inclusive work environment. May have areas where improvement is needed in better support of an inclusive work environment. Does not devote much time to participation in DEI workshops, training, or activities. Rarely participates in DEI initiatives.

**Action Required** - Demonstrates active opposition to promoting an inclusive work environment. Requires significant improvement on behavior and actions to become an inclusive team member. Does not participate in DEI initiatives and does not model the DEI goals of the organization.

### For managers:

In addition to achieving the performance scale for non-managers, managers should also be evaluated on these criteria:

**Outstanding Performer** - Meets the standards of Strong Performer. The manager has actively participated in hiring committees, or served as a hiring manager, where they have demonstrated success in recruiting a more diverse workforce. They centralize diversity and inclusion during any hiring or promotion process. They actively encourage and facilitate opportunities for their employees to participate in the DEI infrastructure, and support new initiatives in their employee group. They use their position of privilege to actively model inclusive leadership, and demonstrate development in communication and inclusive leadership skills. They have established annual goals for themselves to take actionable measures to create and maintain an inclusive environment free of bias, and to promote best practices of DEI within the organization and in astronomy.

## Examples and models of DEI

### Examples (Jacqueline Seron)

1. It doesn't make jokes or commentaries that discriminate, make fun of or offend in any way other people nor participate in such behaviour.
2. Kindly correct inappropriate behaviour.
3. It does not make commentaries about the appearance of a person nor does it allude to stereotypes.
4. Attending DEI- related talks
5. Taking DEI-related training
6. Join DEI-related activities
7. Encouraging participation and input from everyone in meetings
8. Vary the participants of working groups
9. Request feedback from individuals outside your regular co-workers
10. Edit the language in documents to reflect respect for differences
11. Find appropriate avenues to raise awareness of unintentional behaviors and manners of speech that could exclude co-workers

### Examples (Carolina Vargas)

1. To remind employees to participate in DEI initiatives/talks, etc.
2. Make sure benefits are distributed equitable among employees
3. To seek missing perspectives
4. Asking questions: Be curious about others' experiences in the workplace
5. Foster the behavior of sharing information among the team, sharing lessons learned through the years so everyone moves forward together
6. Someone showing interest in everybody's issues and gives attention to them
7. Compliment someone's work or good idea (possibly in presence of their supervisors)
8. Choose a random act of kindness several times a year (we can provide a list [somewhere else](#) but for example (i) leave positive notes on people's desks /white board; (ii) stop by your coworker's desk to say good morning....)
9. Practice gratitude

**Strong Performer** - The manager participates in hiring committees, or, as a hiring manager, and has made improvements to achieve more diverse recruitment in the hiring process. They encourage employees to participate in training opportunities, workshops, or DEI events, and are flexible with scheduling to allow this. They demonstrate knowledge of inclusive leadership and have outlined plans to develop their skills and provide opportunities for their employees to develop as well. They participate in opportunistic DEI workshops and discussions, and they have completed the baseline training in the LinkedIn Learning DEI learning track, as well as the DEI training repository. They suggest new learning resources for inclusive leadership skill development. Their annual goals reflect the organization's commitment to DEI and establish actionable items to improve equity and inclusion in the workplace.

**Successful performer** - The manager stays up-to-date with their training requirements for hiring committee and hiring manager duties, such as unconscious bias training, and is knowledgeable of best recruitment practices. They are active in drawing attention to best practices in diverse recruitment during a hiring process, as well as take the appropriate steps to ensure that the candidate pool is diverse and the evaluation criteria include competencies in DEI. They allow their employees to take time to participate in DEI activities, and make it a priority to be present themselves. They have completed trainings in the DEI repository. Their annual goals reflect the organization's commitment to DEI, and demonstrate the effort to learn and understand more how they can contribute to an inclusive environment free of bias and continue to improve DEI best practices.

**Attention required** - The manager is not an active promoter of diverse recruitment best practices and is passive in the discussion to improve practices or make the process more accessible to applicants. They do not make best efforts to ensure that employees can participate in broadening participation activities, and do not often take the time to participate themselves. They may downplay the importance of the time spent on these activities, and express concern that time is taken away from other tasks. The manager's goals for themselves or their employee group do not feature actionable steps to improve DEI in the organization.

**Action Required** - The manager does not support or demonstrate steps taken to improve diversity and inclusion in the workplace. Their employee group is not encouraged to broaden participation or spend time on DEI activities, and the manager does not consider this to be an important part of their work or that of their employees. Involvement in hiring or recruitment is passive, and they do not make efforts to improve recruitment in lieu of preserving a timeline or fulfilling a position as quickly as possible. Their participation in workshops or discussions is minimal, and do not model inclusive leadership or encourage their employees to belong or to be unique. Their annual goals are minimal, and do not reflect the values of DEI in the organization.