



Building Relationships

BELONGING AND COMMUNITY

Models, fosters, and promotes the University of California Principles of Community. Demonstrates empathy and respect for all people regardless of differences; promotes fairness and equity. Cultivates, champions, embodies, embraces, and supports a sense of diversity, equity, inclusion and belonging.

Core Behavioral Anchors –

1. Engages others in a way that makes them feel valued and accepted.
2. Values diverse people, experiences and ideas; cultivates and maintains an environment of inclusion that empowers all team members to contribute ideas and achieve goals.
3. Is self-aware, understands one's impact on others; treats all people with dignity, respect, and equity.

Management Behavioral Anchors –

1. Creates a positive work environment that is free from discrimination and harassment.
2. Draws on diversity of skills, backgrounds and knowledge of people to achieve more effective results.
3. Ensures that conflicts are resolved in ways that leave all team members feeling respected and heard.

Met Few Expectations (MFE)	Met Some Expectations (MSE)	Successfully Met Expectations (SME)	Far Exceeded Expectations (FEE)
Does not demonstrate inclusiveness; fails to recognize the value of differences.	Is often not aware of or interested in diverse backgrounds or points of view.	Respects, includes, and recognizes differences.	Highly inclusive; encourages, recognizes and incorporates diverse points of view.
Does not understand or promote the benefits University of California Principles of Community	Has minimal understanding of the benefits of University of California Principles of Community	Understands the benefits of University of California Principles of Community	Actively promotes the benefits of the University of California Principles of Community
Is not welcoming or respectful; coworkers and campus partners often 'work around' to avoid interaction.	Is reticent to include new people or ideas.	Inclusive and open to new people and ideas.	Actively creates an inclusive and welcoming environment for diverse individuals and groups across campus.
Discourages different points of view; becomes defensive when asked to consider new/different ideas.	Is not always open to different points of view.	Seeks to understand and incorporate different points of view.	Promotes equity and inclusion by actively seeking ideas and insights from diverse sources.