ELECTRIC COOPERATIVE
EMPLOYEE COMPETENCIES

The knowledge, skills and behaviors required for successful job performance

- Role-Specific Competencies
  - Administrative
  - Finance and Accounting
  - Human Resources
  - Communication and Relationship Management
  - Supply Chain Management and Procurement
  - Safety/Loss Control
  - Distribution Engineering

- Core Competencies
  - Business Acumen
  - Personal Effectiveness
  - Interactions with Others
  - Problem Solving

- Supervisory, Management and Leadership
  - Governance and Strategy
  - External Leadership
  - Getting Results
  - Working with and through Others
  - Doing the Right Thing

NRECA
America's Electric Cooperative
The knowledge, skills, and abilities that support successful performance for ALL cooperative employees, regardless of the individual’s role or expertise.

**BUSINESS ACUMEN**
Integrates business, organizational and industry knowledge to one’s own job performance.

- **Cooperative Principles and Practices**
  Demonstrates an appreciation of the co-op business model.

- **Industry Principles and Concepts**
  Knows the basic and emerging principles and concepts that impact the energy industry.

- **Business Fundamentals**
  Integrates knowledge of internal and external business structures and processes into daily practice.

- **Technical Credibility**
  Keeps current in area of expertise and demonstrates competency within areas of functional responsibility.

- **Political Savvy**
  Understands the impacts of internal and external political dynamics.

- **Resource Management**
  Uses resources to accomplish objectives and goals.

- **Service and Community Orientation**
  Anticipates and meets the needs of internal and external customers and stakeholders.

- **Technology Management**
  Keeps current on developments and leverages technology to meet goals.

**PERSONAL EFFECTIVENESS**
Demonstrates a professional presence and a commitment to effective job performance.

- **Accountability and Dependability**
  Takes personal responsibility for the quality and timeliness of work and achieves results with little oversight.

- **Business Etiquette**
  Maintains a professional presence in business settings.

- **Ethics and Integrity**
  Adheres to professional standards and acts in an honest, fair and trustworthy manner.

- **Safety Focus**
  Adheres to all occupational safety laws, regulations, standards, and practices.

- **Self-Management**
  Manages own time, priorities, and resources to achieve goals.

- **Self-Awareness / Continual Learning**
  Displays an ongoing commitment to learning and self-improvement.
### INTERACTIONS WITH OTHERS

Builds constructive working relationships characterized by a high level of acceptance, cooperation, and mutual respect.

**Collaboration/Engagement**  
Develops networks and alliances to build strategic relationships and achieve common goals.

**Interpersonal Skills**  
Treats others with courtesy, sensitivity, and respect.

**Communication**  
Clearly and concisely conveying information and effectively listening and responding to others.

**Negotiation and Conflict Management**  
Manages and resolves conflicts and disagreements in a constructive manner.

**Cooperation and Teamwork**  
Works well with others and within teams to achieve goals.

**Diversity Awareness**  
Considers, respects, and adapts individual differences.

### PROBLEM-SOLVING

Exercises good judgment to make well-informed decisions and to develop and implement effective solutions.

**Initiative**  
Is proactive and looks for opportunities to make a difference.

**Critical Thinking and Decision Making**  
Uses knowledge, facts and data to effectively solve problems and make decisions.

**Innovation/Creativity**  
Is able to be an original thinker and go beyond conventional approaches.

**Resourceful/Achievement Oriented**  
Focuses on improving performance, meeting or surpassing goals, and producing results.

**Flexibility**  
Remains open to new ideas, information, and approaches.
The knowledge, skills, and abilities needed for specific professional and technical roles.

**ADMINISTRATIVE**
Provides a wide variety of administrative and clerical support to the co-op’s CEO, management team, and board members, enabling smooth daily operations at the co-op and adherence to the co-op’s policies.

- **Management Support**
  Provides administrative and clerical support to management. Serves as liaison between manager and co-op staff.

- **Office Organization and Management**
  Ensures co-op staff has supplies and equipment needed to perform their daily work.

- **Project Management**
  Demonstrates knowledge of the steps required in starting, organizing, planning, and managing a project.

- **Information/Records Administration**
  Effectively compiles, organizes, analyzes, stores and retrieves printed and electronic information.

- **Financial/Budget Administration**
  Plans and monitors the use of expenditures to meet co-op or department objectives and compliance; prepares budget documents and reports.

- **Board Member and Board Meeting Support**
  Together with the management team, ensures the board members have the information and education they need to fulfill their roles at the co-op.

- **Event or Meeting Planning**
  Coordinates the logistical aspects of co-op member meetings, such as the co-op’s Annual Meeting.

**RELATED JOB TITLES**
- Vice President/Senior Director of Administrative Services
- Office Manager
- Executive Assistant
- Administrative Assistant
- Facilities Manager
- Operations and Engineering Support
**FINANCE AND ACCOUNTING**

Analyzes and reporting of financial transactions that affect cash flow and long-term liability and equity.

**Standards and Practices**

Adheres to professional and industry-specific standards and practices.

- *Cooperative Finance and Governance*
- *Regulatory Accounting for Electric Utilities*
- *Financial Information Systems and Processes*
- *Professional Ethics*

**Financial and Cost Accounting**

Collects, analyzes, and prepares financial and non-financial information used for corporate finance planning and decision-making.

- *Bookkeeping and Transactional Accounting*
- *Financial Statements and Reporting*
- *Electric Rates*

**Corporate Finance**

Performs assessment, planning, and oversight activities in support of the cooperative's strategic goals.

- *Asset and Capital Structure Management*
- *Financial and Risk Forecasting*

**RELATED JOB TITLES**

- VP Corporate Services; VP Finance and Accounting;
- Finance and Accounting Manager; Controller
- Financial Analyst; Budget and Report Analyst
- Bookkeeper; Accountant; Controller
- Director of Audits; Internal Auditor; Staff Auditor
- Billing Clerk; Billing Administrator
**HUMAN RESOURCES**
Guides and manages employee services, policies, and programs for the entire company enabling legal compliance and employee retention.

**Compliance and Risk**
Monitors compliance with laws and regulations; ensure a healthy, safe and secure work environment; and protects employee privacy.

**Strategic HR Management**
Identifies, develops, and executes human resource and organizational development strategies to support the cooperative's strategic business objectives.

**Employee Relations**
Evaluates the work environment and develops, implements and measures strategies to support positive employee and labor relations, balancing employee needs and rights with the organization's strategy and objectives.

**Talent Management**
Ensures the skills, knowledge, abilities and performance of the workforce meet the current and future organizational and individual needs.

*Workforce Planning; Recruiting*
Onboarding / Off-boarding
Workforce Development & Retention
Performance Management

**Compensation & Benefit Administration**
Develops / selects, implements / administers, and evaluates compensation and benefits programs for all employee groups in order to support the organization's goals, objectives and values.

**RELATED JOB TITLES**
- Vice President/Director/Manager of Human Resources
- Benefits Specialist
- Training Specialist
- HR Manager
- HR Specialist
- Safety/Loss Control/Risk Management Director/Manager
# COMMUNICATION AND RELATIONSHIP MANAGEMENT

Plans, implements, and monitors communications to position the cooperative as a good corporate citizen and to align with the cooperative’s strategic goals.

## Craft
Creates communication using the right mix of practical communication abilities to support the business goals and vision articulated in the communication plan.

*Communication to Influence*
*Visual and Digital Media*

## Standards and Practices
Adheres to accepted standards of professional behavior.

*Professional Ethics*
*Legal and Sourcing Issues*

## Message Development
Uses research, planning, and evaluation methodologies to develop and implement communication plans and programs that support the cooperative’s strategic goals.

*Research; Planning*
*Evaluation; Implementation*

## Marketing
Identifies and promotes products and services.

*Member Services*
*Sales; Brand Management*
*Information/Channel Management*

## Relationship Management
Establishes and builds relationships with and between cooperative staff and key external stakeholders.

*Employee Relations; Consulting and Coaching*
*Member and Community Relations; Government Relations*
*Media Relations*

## Issues Management
Identifies and analyzes potential issues important to the organization and manages communications.

*Environmental Scan/Risk Management*
*Crisis Communication*
*Management Counsel*

## RELATED JOB TITLES
- Vice President/Senior Director of Marketing and Communications
- Vice President/Senior Director of Member Services
- Vice President/Senior Director of Business Development
- Communications Specialist/Assistant
- Marketing Specialist/Assistant
**SUPPLY CHAIN MANAGEMENT AND PROCUREMENT**

Manages the processes, activities, and networks needed to source, transport, warehouse, and deliver products and services.

**Planning and Coordination**
Implements and integrates practices throughout the supply chain.

*Strategic Planning*
*Forecasting*
*Risk Management /Compliance*

**Assessment and Monitoring**
Observes, records and collects data to evaluate conditions and support decision-making.

*Department Assessment*
*Quality Control*

**Cost and Finance**
Performs financial analysis to optimize business decisions.

*Budgeting/Cost Management/Spend Profile*
*Cost/Benefit Analyses*
*Financing and Leveraging Strategies*

**Operations**
Coordinates handling and processing of products and services.

*Logistics*
*Materials & Inventory Management*

**Procurement**
Obtains goods and services.

*Procurement Policies and Standards*
*Contract Management and Negotiation*
*Strategic Sourcing*
*Vendor Management*

**RELATED JOB TITLES**
- Vice President/Senior Director of Procurement
- Purchasing Manager; Purchasing Specialist
- Warehouse Supervisor/Materials Handler
SAFETY/LOSS CONTROL
Develops, implements, and assesses hazard control measures.

Environmental Protection
Characterizes and controls potentially harmful agents, wastes and other effluents in order to minimize their damage to the environment, ecological systems, and people.

Safety Hazard Management
The actions related to recognizing conditions or a set of circumstances that could cause occupational illness, physical harm, or damage to property and taking all practical steps to remove, minimize, mediate, or control the identified hazards.

Hazard Identification; Hazard Evaluation
Hazard Control Design; Hazard Control Verification
Safety Training/Education
Safety/Health Communication Troubleshooting

Safety Compliance
Adherence to workplace health and safety policies, rules, standards, and laws related to managing job site safety in order to protect employees from physical harm and illness while also safeguarding equipment, materials, and the environment.

Supervision of Other Safety Personnel
Electric Transmission and Distribution
Materials Handling

Safety Risk Management
A systematic approach to managing workplace safety involving observation, evaluation, analysis, and the implementation of controls to reduce risk while protecting employees, guests, the community, organizational assets, and the environment.

Safety/Health Program Evaluation
Program Design
Investigation and Statistical Reporting
Quality Control/Continuous Improvement

RELATED JOB TITLES
- Safety Education Coordinator; Safety Instructor; Operations Skills Development Coordinator
- Safety and Security Supervisor; Director of Job Training and Safety; Loss Control Manager
- Training Coordinator; Lineman and Apprentice Development Coordinator
**DISTRIBUTION ENGINEERING**

Deals with technical operation, design and utilization of the electric power system and the myriad of connected devices and systems.

**Professional Engineering Practice**
Applies engineering principles and practices.

*Mathematics and Science*
*Professional Ethics*
*Regulations and Standards*

**Planning and Design**
Devises a system, component, or process to meet desired needs.

*Tools and Technology*
*Engineering Economics/Project Management*
*Risk, Reliability and Uncertainty*
*System Planning*
*Design Engineering*
*Quality Control and Quality Assurance*

**Operations and Maintenance**
The setup, operation, control, maintenance and improvement of power delivery systems.

*Construction Equipment and Methods*
*Maintenance, Installation, and Repair*

**RELATED JOB TITLES**
- Vice President/Director/Manager/Supervisor of Engineering
- Engineer Distribution
- Systems Operations Manager
The knowledge, skills, and abilities needed to promote the qualities needed to engage and lead individuals and high performing teams and affect organizational results.

**GOVERNANCE AND STRATEGY**

Focus on the long-term needs of the organization and its business structure.

**Board Focus**

Focuses on the needs of the Board and improving the effectiveness of the Board.

### Key Behaviors: Supervisors and Managers
- Understands board roles and fosters positive dialogue regarding board policies and direction.
- Executes and directs implementation of the policies and plans of the Board.
- Supports executive level board relations by providing reports and information relevant to policies, governance and business results.

### Key Behaviors: CEO and Sr. Leadership
- Builds a trusting and open relationship with each member of the board by gaining an understanding of their unique needs and expectations.
- Shares information, communicates roles and responsibilities, shares best practices, supports board in making decisions.
- Partners with the board members to build the Co-op’s reputation within the community, and help the Co-op to be seen in a positive light by the members.
- Encourages the Board to contribute in a substantial manner to development of the Co-op’s long-term vision and strategic goals.

**Vision and Strategic Orientation**

Takes a broad scale, long-term view, focusing on the future needs organization and member.

### Key Behaviors: Supervisors and Managers
- Aligns personnel and other resources in a manner consistent with organizational vision and objectives.
- Sets goals in alignment with strategic priorities.
- Educates and fosters good working knowledge of Co-op business model, values, principles, and systems.

### Key Behaviors: CEO and Sr. Leadership
- Integrates the tactical needs of the membership with the strategic needs of the Co-op, region and the industry.
- Proactively improves the position of the Co-op by maintaining focus on the future and the constantly changing environment.
- Adapts or creates a new and compelling vision, and is not constrained by traditional views of running the Co-op.
GOVERNANCE AND STRATEGY, Continued

Organizational Design
Builds an organizational structure that aligns roles and responsibilities with the values and strategic priorities of the organization.

Key Behaviors: Supervisors and Managers
- Understands the importance of aligning organizational structure and strategy with work processes.
- Identifies key skills within the work unit and determines how to best organize the work (e.g., grouping responsibilities, establishing linkages) to enhance efficiency and coordination.
- Continuously works to improve the organizational effectiveness through work, technology, and structure alignment.

Key Behaviors: CEO and Sr. Leadership
- Collects feedback from employees at all levels to understand what is working and what could be improved related to existing systems and structure.
- Creates clear descriptions of the work, roles, and responsibilities.
- Reviews organizational structure, systems, technologies and processes to ensure they support strategic initiatives.
- Works to continuously build and support a positive, purposeful work culture.
- Works to integrate what will be, with the organizational structure and people talents and strategies.

Lead Change and Manage Risk
Identify and actively manage change and risk in a Volatile, Uncertain, Complex and Ambiguous (VUCA) environment.

Key Behaviors: Supervisors and Managers
- Understands and anticipates the primary drivers of change and risk that can impact the cooperative.
- Manages all phases of the planned change.
- Ensures that daily work is aligned with strategic directions and change initiatives.
- Maintains and reports appropriate data regarding risk and activities.
- Coaches others to adapt, think critically, innovate and implement change.
- Works with agility in a collaborative way to address changing conditions.

Key Behaviors: CEO and Sr. Leadership
- Facilitates and leads change.
- Creates a culture that focuses on operational agility.
- Acts decisively even with imperfect direction or certainty, takes calculated risks.
- Navigates and provides clarity for others in complex, confusing and chaotic times.
**EXTERNAL LEADERSHIP**

Leadership focus outside the cooperative to better the organization and communities.

**Industry Influence**

Has extensive knowledge of the industry and uses this knowledge to impact the future direction of the industry.

**Key Behaviors: Supervisors and Managers**

- Contributes own expertise and is actively involved in affiliated and industry-related organizations and committees. Provides thought leadership input.
- Brings new knowledge & feedback gained from industry activities back to coop.
- Presents oneself in a professional manner to maintain image and credibility.

**Key Behaviors: CEO and Sr. Leadership**

- Serves as a leader in local, state, regional and/or national levels.
- Actively contributes to advancing the current state of the industry by keeping abreast of the changing times and where appropriate being an advocate for change.
- Represents the industry in policy making forums and working groups to influence and educate for the good of the industry.

**Community Engagement**

Works to place the cooperative in a collaborative position to maintain and grow healthy communities.

**Key Behaviors: Supervisors and Managers**

- Provides appropriate leadership to community efforts.
- Works to match organizational strengths to community needs.
- Encourages staff to identify and engage in community improvement activities and organizations.

**Key Behaviors: CEO and Sr. Leadership**

- Collaborates to position co-op as a community leader/facilitator.
- Dedicates co-op resources to assist with community health/wealth assessments.
- Communicates appropriate purposes for cooperative involvement in community engagement.
- Works to match organizational strengths and resources to community needs.

**Member Focus**

Focuses self and the cooperative on the needs of members.

**Key Behaviors: Supervisors and Managers**

- Treats and views members as owners, and is proactive in anticipating their current and potential needs.
- Recognizes member diversity and acts to include all member perspectives in decisions.
- Seeks opportunities to engage members.
- Is responsive to member requests; is available, and has an “open door policy” for members.
- Solicits and understands members’ point of view and makes decisions based on impact on the members.
- Coaches and empowers employees to provide the highest level of service to members.
**GETTING RESULTS**
Focuses on desired results and sets and achieves challenging goals.

**Process Management**
Develops and monitors processes and organizes resources to achieve desired results.

**Key Behaviors: Supervisors and Managers**
- Establishes clear, well-defined processes necessary to achieve the desired outcomes.
- Organizes and coordinates people, resources, and activities to support desired results.
- Identifies and addresses process problems promptly and effectively.
- Evaluates efficiency and effectiveness of processes and resources.

**Key Behaviors: CEO and Sr. Leadership**
- Delineates complex process into sub-processes and functions.
- Identifies and takes advantage of opportunities to accomplish multiple objectives.
- Understands and manages resources shared by multiple processes to integrate them into organizational systems.

**Program/Project Management**
Designs, implements and manages multiple or ongoing programs/projects, and directs the related resources, personnel and activities to successful completion.

**Key Behaviors: Supervisors and Managers**
- Develops and manages activities and metrics needed to ensure quality and oversight that allows for an appropriate level of control.
- Coordinates and supervises program personnel.
- Develops risk assessment & strategies to eliminate, reduce, overcome, or compensate for identified risks.
- Monitors program and makes adjustments as needed.

**Key Behaviors: CEO and Sr. Leadership**
- Serves as a sponsor for a project; articulating the purpose, processes, resources available, expected results and organizational impact.
- Works with individuals within and across other organizations to ensure execution of program activities.
- Identifies and analyzes organizational influences impacting a project.
- Helps to reduce or eliminate high-impact risks & alerts others to risks and their impact on the organization.

**Results Driven**
Achieves results by establishing and maintaining focus on challenging goals and measuring organizational performance against those goals and standards.

**Key Behaviors: Supervisors and Managers**
- Clearly articulates goals and expectations.
- Ensures availability of resources.
- Shows dedication in completing the work.
- Develops and uses measures to assess goal attainment and outcome achievement.
- Holds others accountable; recognizes results.

**Key Behaviors: CEO and Sr. Leadership**
- Continually strives to improve performance and results across the organization.
Analytical Thinking and Decision Making

Thinks systematically, conceptually, and analytically to determine effective solutions that will enable the co-op to achieve desired goals.

**Key Behaviors: Supervisors and Managers**
- Objectively integrates previously learned information and distinguishes between relevant and irrelevant information.
- Commits to a solution in a timely manner and develops a realistic approach for implementing the chosen solution.
- Uses consensus when appropriate and follows up to determine results of decisions.
- Demonstrates resourcefulness by assembling problem solving teams.

**Key Behaviors: CEO and Sr. Leadership**
- Seeks out information on issues that will require decisions important to the long-term success of the organization.
- Maintains awareness of the organization’s values and goals while facilitating discussion regarding actions or decisions.
- Analyzes options and approaches taking into account the interactions and perspectives of all systems and organizational entities and various stakeholders.
- Articulates the decision making situation.
- Requires others to hold themselves accountable to the same high standards of analysis & problem solving to ensure consistency of rigor within the enterprise.
- Holds themselves & others accountable for the results and consequences of decisions.

Innovation

Develops new insights into situations and applies different and novel solutions to make improvements.

**Key Behaviors: Supervisors and Managers**
- Combines ideas in unique ways or makes connections between disparate ideas.
- Views situations from multiple perspectives.
- Creates a work environment that encourages creative thinking and innovation.

**Key Behaviors: CEO and Sr. Leadership**
- Introduces new concepts or strategies that significantly improve or revise the way business is done.
- Fosters an environment that encourages people to challenge conventional ideas, perspectives, and methods.
- Encourages creativity by absorbing risks, listening, and committing resources.
**WORKING THROUGH OTHERS**
Respectfully interacts with different individuals and groups, being mindful of the lasting impact of words and actions.

**Interpersonal Communications**
Listens, relates and expresses oneself in a manner that is effective while supporting mutual understanding.

**Key Behaviors: Supervisors and Managers**
- Communicates strategically across the organization using a variety of methods to ensure accessibility.
- Demonstrates commitment to information sharing and a culture of feedback.
- Communicates appropriately up and across the organization.
- Makes sensitive or complex ideas or situations understandable to all key stakeholders.

**Key Behaviors: CEO and Sr. Leadership**
- Demonstrates confidence and executive presence.
- Uses personal and impactful examples and stories to create a connection with audiences and develop a “call to action.”
- Understands the weight others tie to messages from the executive level and plans communication accordingly.
- Approves and signs off on internal and external communications requiring the highest level of review.

**Influence Others**
Persuades and motivates others towards an outcome consistent with the organization’s mission, vision, and values.

**Key Behaviors: Supervisors and Managers**
- Identifies opportunities to positively influence others.
- Uses expertise and business experience to influence and maximize outcomes.
- Articulates the desired course of action in a way that inspires others to support decisions or actions by using facts, logic, and emotional factors.
- Maintains composure at all times.
- Listens to constructive feedback and incorporates suggestions to achieve collective objectives.
- Leads by example and sets standards for professional behavior.

**Key Behaviors: CEO and Sr. Leadership**
- Inspires and persuades others to follow direction, pursue and achieve goals, and adopt new positions or opinions.
- Uses deep domain expertise and business experience to influence and persuade a wide range of audiences on issues important to organization and industry.
**WORKING THROUGH OTHERS, CONTINUED**

### Performance Management
Develops and empowers staff to achieve by championing and applying a systematic performance management process and coaching strategies.

**Key Behaviors: CEO and Sr. Leadership**
- Champions the performance management process.
- Creates a development-oriented organizational environment.
- Customizes an organizational approach to performance management by balancing the organization’s unique cultural characteristics and constraints with performance management policy.

### Relationship and Team Building
Creates and fosters constructive working relationships and cohesive teams.

**Key Behaviors: Supervisors and Managers**
- Consciously works to build and maintain rapport and trust with others.
- Builds and maintains a positive, purposeful work culture.
- Ensures that all members agree on a common team mission and goals.
- Determines and adapts own conflict management style and uses it appropriately to resolve team issues.
- Holds people – both individually and jointly – accountable for the team’s performance.
- Recognizes team achievement to encourage continued effort.
- Easily shifts between team leader and individual contributor roles.

**Key Behaviors: CEO and Sr. Leadership**
- Fosters cooperation, collaboration, and communication to facilitate consensus and accomplish tasks.
- Fosters an environment conducive to open, transparent communications among all levels.
- Uses networks and relationships with others to improve cooperation and collaboration.
- Identifies and explains situations where collaboration and teamwork is likely to yield greater results for the organization.
- Motivates others to work collectively by role modeling collaborative behaviors and highlighting the positive results.
- Seeks out opportunities to participate in, or lead collaborative activities within the organization and across the co-op network.
- Encourages dialogue and develops coalitions outside their immediate area of responsibility to advance positive thinking and proactive problem solving on complex or controversial topics.
- Actively looks for ways to help other parts of the co-op network by appropriately sharing their organizational successes and shortcomings.
**Doing the Right Thing**
Is principle centered and displays strong character.

**Commitment to Cooperative Values**
Acts in ways that put the cooperative’s values and principles above one’s personal needs and goals.

**Key Behaviors: Supervisors and Managers**
- Models Co-op principles and values inside and outside the organization.
- Defends and stands up for the Co-op’s values, vision and objectives.

**Key Behaviors: CEO and Sr. Leadership**
- Displays personal humility and promotes the success of the Co-op above promoting self.
- Makes choices and sets priorities to achieve the Co-op’s goals while maintaining the balance between work and personal life.

**Integrity and Courage**
Makes decisions and acts consistently with values, professional standards, and the broader interests of the Co-op.

**Key Behaviors: Supervisors and Managers**
- Has self-awareness into own emotional strengths, weaknesses, and maintains self-confidence and persistence.
- Presents truthful information in an appropriate and helpful way.
- Is trusted to keep confidences.
- Consistently applies personal values to address difficult situations and make tough decisions.
- Publicly stands up for what is right and will take personal responsibility for mistakes.

**Key Behaviors: CEO and Sr. Leadership**
- Leads by example.
- Promotes the values of trust, integrity and courage throughout the organization.

**Diversity and Inclusion**
Develops and nurtures an inclusive workplace that leverages the talents of each person and promotes cultural awareness among members.

**Key Behaviors: Supervisors and Managers**
- Builds teams that leverage the inherent diversity and strengths of individuals.
- Modifies communication and behavior based on an understanding of individual differences.
- Helps others increase their awareness and acceptance of individual differences.
- Recognizes and communicates the value of diverse perspectives.

**Key Behaviors: CEO and Sr. Leadership**
- Establishes equitable organizational policies and procedures that support the recruitment, development, and retention of a diverse, high quality workforce.
- Champions policies, procedures and values that encourage awareness and acceptance of diversity.
- Fosters an environment of inclusion, where diverse thoughts are freely shared, respected and integrated.