# UW-Madison HR Competencies

EID is foundational to each competency. Our goal is to transition from solely "transaction/compliance" HR to equitable consultative partnership.

**This competency reflects WHY we do what we do—and informs all other competencies:**

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| **Equity, Inclusion & Diversity (EID)**<br><br>*How do we build healthy, inclusive and equitable work environments?* | 1. We create and foster equitable, inclusive relationships to develop, expand, and apply HR knowledge and expertise at UW–Madison. **(HR FUNCTIONAL KNOWLEDGE & EXPERTISE)**<br>2. As change management agents, we contribute to shifting culture from strictly compliance-oriented HR to equitable and inclusive HR consultation that embodies EID core values and practices. **(CHANGE MANAGEMENT)**<br>3. We create a climate that fosters equity, inclusion, and respect across a diverse workforce by working in collaborative partnership with others. **(COLLABORATION)**<br>4. We cultivate trust by acting with integrity and respect in all HR-related matters, with awareness of dominant/subordinate group dynamics. **(ETHICS & INTEGRITY)**<br>5. We lead by example: we take initiative to learn about EID; we amplify EID core values and practices among other people to inform *how* we get things done. **(EXECUTION)**<br>6. We are curious about and understand many other perspectives and lived experiences when solving HR problems. **(PROBLEM SOLVING)** |

**This competency reflects WHAT we do:**

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| **HR Functional Knowledge & Expertise**<br><br>*What knowledge and expertise is required to do our jobs?* | 1. We create and foster equitable, inclusive relationships to develop, expand, and apply HR knowledge and expertise at UW–Madison. **(cross-listed in EID Competency)**<br>2. We develop and keep up our HR knowledge, skills, and related resources in the spirit of continuous learning.<br>3. We learn, interpret, follow—and in advanced stages—contribute to the development of HR policies and business processes, with respect for the diversity of our stakeholders.<br>4. We make informed decisions in consideration of cross-functional impacts (i.e., the big picture) at UW–Madison by proactively learning about HR functions beyond our own. |

**The remaining five competencies reflect HOW we do what we do:**

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| **Change Management**<br><br>*How do we facilitate change—whether implementing new programs/processes or shifting workplace cultures?* | 1. As change management agents, we contribute to shifting culture from strictly compliance-oriented HR to equitable and inclusive HR consultation that embodies EID core values and practices. **(cross-listed in EID Competency)**<br>2. We learn and leverage change management models for supporting or leading change initiatives.<br>3. We champion proactive, timely, and inclusive stakeholder communications to enhance outcomes of change management initiatives.<br>4. We plan and manage effective and inclusive change processes.<br>5. We behave in a grounded and adaptable manner, especially in fast-paced environments with multiple or shifting priorities.<br>6. We engage in continuous process improvement. |

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| **Collaboration**<br><br>*How do we interact with others?* | 1. We create a climate that fosters equity, inclusion, and respect across a diverse workforce by working in collaborative partnership with others. **(cross-listed in EID Competency)**<br><br>2. We communicate HR concepts and ideas to internal and external audiences in ways that bring about greater understanding.<br><br>3. We develop, sustain, and leverage positive relationships with colleagues and other stakeholders.<br><br>4. We foster equitable recognition by amplifying others' voices and sharing credit.<br><br>5. We facilitate mutually beneficial outcomes equitably, inclusively, and in accordance with applicable laws and policies—including in difficult conversations and dispute mediations.<br><br>6. We understand the role of shared governance and how to interact and partner effectively with these groups. |
| **Ethics & Integrity**<br><br>*How do we earn the trust and respect of others?* | 1. We cultivate trust by acting with integrity and respect in all HR-related matters, with awareness of dominant/subordinate group dynamics. **(cross-listed in EID Competency)**<br><br>2. We demonstrate respect and trustworthiness through appropriate workplace communication, behavior and engagement.<br><br>3. We demonstrate awareness of types of power, and we use power judiciously and appropriately.<br><br>4. We maintain confidentiality appropriately, and we understand when it is *inappropriate* to maintain confidentiality—and what to do.<br><br>5. We demonstrate commitment to doing the 'right' thing in UW tradition of "sifting and winnowing."<br><br>6. We make commitments to others knowledgeably and appropriately, and honor those commitments. |
| **Execution**<br><br>*How do we get things done?* | 1. We lead by example: we take initiative to learn about EID; we amplify EID core values and practices among other people to inform *how* we get things done. **(cross-listed in EID Competency)**<br><br>2. We work in consultative partnership instead of transactionally to "get things done."<br><br>3. We focus on our customers in all HR tasks, projects, and strategic initiatives.<br><br>4. We anticipate and escalate issues appropriately.<br><br>5. We communicate with responsible transparency and respect for confidentiality.<br><br>6. We balance requirements: we sustain positive relationships while delivering high-quality service (completing projects on time and with scope and budget). |
| **Problem Solving**<br><br>*How do we resolve complex issues?* | 1. We are curious about and understand many other perspectives and lived experiences when solving HR problems. **(cross-listed in EID Competency)**<br><br>2. We demonstrate curiosity, humility, and dedication to the principle, "seek first to understand."<br><br>3. We work in partnership with colleagues and stakeholders to analyze and solve problems at their root causes.<br><br>4. We consider cross-functional and organizational impacts of HR work through systems thinking, instead of resolving issues in a siloed, transactional way.<br><br>5. We demonstrate adaptability in problem solving through the integration of learning from experience.<br><br>6. We cultivate innovation and courage in the workplace to change directions when appropriate; we provide space for others to problem-solve without fear of criticism. |