

Equity, Inclusion & Diversity (EID) competence is foundational to each of the other competencies.
 Our goal at UW–Madison is to transition from solely “transaction/compliance” HR to equitable consultative partnership.

Equity, Inclusion & Diversity (EID)	Self-to-Self	Self-to-Others	Self-to-System
<p>COLLABORATION—Create a climate that fosters equity, inclusion, and respect across a diverse workforce by working in collaborative partnership with others.</p>	<ul style="list-style-type: none"> Identify and incorporate collaborative partnership behaviors in day-to-day work. Seek feedback from internal (HR) and external stakeholders regarding my skillfulness at partnering. 	<ul style="list-style-type: none"> Develop and sustain collaborative partnerships with internal and external stakeholders. Leverage my influence to include (or advocate for the inclusion of) people with marginalized identities in decision-making spaces. 	<ul style="list-style-type: none"> Put EID core values into use in collaborative partnerships across my organization, both in daily activities and strategic planning. Share decision-making with people with marginalized identities in day-to-day and strategic work.
<p>ETHICS & INTEGRITY—Cultivate trust by acting with integrity and respect in all HR-related matters, with awareness of dominant/subordinate group dynamics.</p>	<ul style="list-style-type: none"> Behave and express myself honestly to ensure that my words and actions agree. Learn how HR policies and procedures are often written in ways that preference dominant groups. 	<ul style="list-style-type: none"> Model honest trust-building by sharing information appropriately. Make tough decisions and resolve conflicts equitably and proactively—and coach others to do the same. 	<ul style="list-style-type: none"> Gather and use holistic feedback from myriad stakeholders at many levels to achieve trust, equity, and inclusion throughout my organization. Serve as consultant to others in my organization to resolve tough decisions and conflicts equitably.
<p>CHANGE MANAGEMENT—Contribute to shifting culture from strictly compliance-oriented HR to equitable and inclusive HR consultation that embodies EID core values and practices.</p>	<ul style="list-style-type: none"> Reflect on the presence or absence of integrated EID core values and practices in my workplace—and how their absence affects marginalized employees in different ways. Take part in professional development focused on creating equitable, inclusive, and consultative workplace culture. 	<ul style="list-style-type: none"> Demonstrate internalized EID core values and practices by working proactively—alongside marginalized employees—to shift HR culture to be more equitable, inclusive, and consultative. Proactively explore the impact of change initiatives on identity groups, and mitigate disparate impacts. 	<ul style="list-style-type: none"> Lead the shift toward equitable, inclusive, consultative practices in my organization in partnership with marginalized employees. Ensure the integration of EID core values and practices in day-to-day operations and in all change initiatives by allocating time and funds for employees to take part in EID learning and practice.

	Self-to-Self	Self-to-Others	Self-to-System
<p>PROBLEM SOLVING— Be curious about and understand many other perspectives and lived experiences when solving HR problems.</p>	<ul style="list-style-type: none"> Learn about the perspectives and lived experiences of colleagues and stakeholders who have different identities than mine (race, ethnicity, gender identity, sexual orientation, age, ability, education, language, socio-economic class, religion, etc.). Develop the habit of asking for different perspectives when solving HR problems. 	<ul style="list-style-type: none"> Openly and proactively acknowledge the diversity of perspectives and lived experiences in my organization. Explore many other perspectives to determine the best and most equitable solutions to HR problems. 	<ul style="list-style-type: none"> Solve problems innovatively by amplifying the strengths of diversity in my organization. Create inclusive spaces to foster belonging and innovation in problem solving.
<p>EXECUTION— Lead by example: take initiative to learn about EID. Amplify EID core values and practices among other people to inform <i>how</i> we get things done.</p>	<ul style="list-style-type: none"> Learn about and reflect on EID core values and practices. Identify ways to apply these in my day-to-day work. Discern and assess my underlying assumptions that drive how I usually get things done. 	<ul style="list-style-type: none"> “Model the way” by continually learning about EID core values and practices. Partner to apply what I learn in concrete, visible ways. Unlearn inequitable and exclusionary ways of getting things done. 	<ul style="list-style-type: none"> Continually reinforce my organization’s transparent and evolving use of EID core values and practices. Make it normal to question assumptions behind the way we usually get things done, and unlearn inequitable and exclusionary habits.
<p>HR FUNCTIONAL KNOWLEDGE & EXPERTISE— Create and foster equitable, inclusive relationships to develop, expand, and apply HR functional knowledge at UW—Madison.</p>	<ul style="list-style-type: none"> Learn how EID core values and practices can and should shape HR policies and processes to foster equity in HR. Learn the “why” behind HR actions in my unit, and examine the degree to which these actions reflect EID core values and practices. 	<ul style="list-style-type: none"> Actively support efforts in my unit to emphasize EID core values and practices when creating, implementing, and/or maintaining HR policies and processes. Communicate the “why” behind HR actions and work to ensure that actions reflect EID core values and practices; propose solutions if not. 	<ul style="list-style-type: none"> Lead efforts in my organization to create and uphold HR policies and processes that reflect EID core values and practices and ensure equity. Foster increased understanding among my stakeholders of the “why” behind HR actions, and ensure that actions reflect EID core values and practices.