

ETHICS & INTEGRITY	Self-to-Self	Self-to-Other	Self-to-System
<p>1. Cultivate <b>trust</b> by acting with integrity and respect in all HR-related matters, with awareness of dominant/subordinate group dynamics. <b>(cross-listed in EID Rubric)</b></p>	<ul style="list-style-type: none"> <li>Behave and express myself honestly to ensure that my words and actions agree.</li> <li>Learn how HR policies and procedures are often written in ways that preference dominant groups.</li> </ul>	<ul style="list-style-type: none"> <li>Model honest trust-building by sharing information appropriately.</li> <li>Make tough decisions and resolve conflicts equitably and proactively—and coach others to do the same.</li> </ul>	<ul style="list-style-type: none"> <li>Gather and use holistic feedback from myriad stakeholders at many levels to achieve trust, equity, and inclusion throughout my organization.</li> <li>Serve as consultant to others in my organization to resolve tough decisions and conflicts equitably.</li> </ul>
<p>2. Demonstrate respect and trustworthiness through <b>appropriate workplace</b> communication, behavior, and engagement.</p>	<ul style="list-style-type: none"> <li>Learn how favoritism undermines equity and inclusion.</li> <li>Avoid inappropriate situations, especially when real or perceived conflicts of interest exist.</li> <li>Learn ways to speak up effectively about questionable ethical situations.</li> </ul>	<ul style="list-style-type: none"> <li>Speak up about how favoritism undermines equity and inclusion, and model inclusion.</li> <li>Help others avoid inappropriate situations, especially when real or perceived conflicts of interest exist.</li> <li>Speak up in effective way(s) about questionable ethical situations.</li> </ul>	<ul style="list-style-type: none"> <li>Foster a workplace culture of equity; do not tolerate favoritism.</li> <li>Ensure that employees in my organization avoid inappropriate situations, especially conflicts of interest. Regularly engage others to clarify thinking and address issues proactively.</li> <li>Ensure that genuine avenues to speaking up exist for employees in my organization.</li> </ul>
<p>3. Demonstrate awareness of types of <b>power</b>; use power judiciously and appropriately.</p>	<ul style="list-style-type: none"> <li>Learn about and develop expert, legitimate, and referent power.</li> <li>Learn ways in which “fair” does not imply “equal” or “same.”</li> <li>Learn why it is critical to avoid using my position or authority to manipulate outcomes in favor of myself or others.</li> </ul>	<ul style="list-style-type: none"> <li>Model the use of expert, legitimate, and referent power, and the avoidance of coercive and reward power.</li> <li>Demonstrate that “fair” does not imply “equal” or “same.”</li> <li>Model by using my position and authority appropriately and avoiding manipulation of outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Foster the development and appropriate use of expert, legitimate, and referent power and discourage the use of reward and coercive power.</li> <li>Teach critical thinking in my organization to formally examine the concept of “fairness.”</li> <li>Cultivate an organizational ethos in which HR employees avoid using their position or authority to manipulate outcomes.</li> </ul>

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4. Maintain <b>confidentiality</b> appropriately; understand when it is <i>inappropriate</i> to maintain confidentiality—and what to do.	<ul style="list-style-type: none"> <li>• Learn through observation of colleagues how to respond to sensitive HR situations.</li> <li>• Explore and test my assumptions with trusted colleagues.</li> <li>• Take care to access and share confidential or sensitive information only when necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Model responding appropriately to sensitive HR situations.</li> <li>• Proactively test my own and others’ assumptions.</li> <li>• Coach others to access and share confidential or sensitive information only when necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Set expectations throughout my organization about how to respond to sensitive HR situations.</li> <li>• Create a culture of testing assumptions.</li> <li>• Ensure that employees in my organization appropriately access and share confidential or sensitive information.</li> </ul>
5. Demonstrate commitment to doing the “ <b>right thing</b> ” in the UW tradition of “sifting and winnowing.”	<ul style="list-style-type: none"> <li>• Learn about proper decision-making criteria and evaluation processes through the lens of EID core values and practices.</li> <li>• Review the appropriateness of requests for HR involvement and explore options for action.</li> <li>• Examine facts and relevant precedents before handling requests for HR involvement.</li> <li>• Seek input and test assumptions with others <i>whenever</i> in doubt.</li> </ul>	<ul style="list-style-type: none"> <li>• Share decision-making criteria and evaluation processes that reflect EID core values and practices with stakeholders.</li> <li>• Consult on the appropriateness of requests for HR involvement with newer HR employees.</li> <li>• Model proactive examination of facts and relevant precedents before handling requests for HR involvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss emerging practices for decision-making, evaluation, and examining HR activity in my organization through the lens of EID core values and practices.</li> <li>• Engage my organization in sifting through complex HR scenarios that require HR involvement.</li> <li>• Set organizational expectations for examining facts and relevant precedents in handling requests for HR involvement.</li> </ul>
6. Make <b>commitments</b> to others knowledgeable and appropriately; honor those commitments.	<ul style="list-style-type: none"> <li>• Identify and prioritize work plans realistically.</li> <li>• Clarify my role to ensure commitments are appropriate.</li> <li>• Speak up when competing demands make prioritization difficult.</li> </ul>	<ul style="list-style-type: none"> <li>• Use good judgment to develop and prioritize realistic work plans.</li> <li>• Delegate or defer when needed to ensure my commitments are appropriate.</li> <li>• Support others to prioritize work when facing competing demands.</li> </ul>	<ul style="list-style-type: none"> <li>• Help prioritize work in my organization through strategic planning.</li> <li>• Proactively identify emergent issues and staffing solutions.</li> <li>• Delegate whenever appropriate to help others grow in their roles.</li> <li>• Create opportunities to discuss prioritization of work in my organization.</li> </ul>