

ETHICS & INTEGRITY	Self-to-Self	Self-to-Other	Self-to-System
<p>1. Cultivate trust by acting with integrity and respect in all HR-related matters, with awareness of dominant/subordinate group dynamics. (cross-listed in EID Rubric)</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>2. Demonstrate respect and trustworthiness through appropriate workplace communication, behavior, and engagement.</p>	<ul style="list-style-type: none"> Learn how favoritism undermines equity and inclusion. Avoid inappropriate situations, especially when real or perceived conflicts of interest exist. Learn ways to speak up effectively about questionable ethical situations. 	<ul style="list-style-type: none"> Speak up about how favoritism undermines equity and inclusion, and model inclusion. Help others avoid inappropriate situations, especially when real or perceived conflicts of interest exist. Speak up in effective way(s) about questionable ethical situations. 	<ul style="list-style-type: none"> Foster a workplace culture of equity; do not tolerate favoritism. Ensure that employees in my organization avoid inappropriate situations, especially conflicts of interest. Regularly engage others to clarify thinking and address issues proactively. Ensure that genuine avenues to speaking up exist for employees in my organization.
<p>3. Demonstrate awareness of types of power; use power judiciously and appropriately.</p>	<ul style="list-style-type: none"> Learn about and develop expert, legitimate, and referent power. Learn ways in which “fair” does not imply “equal” or “same.” Learn why it is critical to avoid using my position or authority to manipulate outcomes in favor of myself or others. 	<ul style="list-style-type: none"> Model the use of expert, legitimate, and referent power, and the avoidance of coercive and reward power. Demonstrate that “fair” does not imply “equal” or “same.” Model by using my position and authority appropriately and avoiding manipulation of outcomes. 	<ul style="list-style-type: none"> Foster the development and appropriate use of expert, legitimate, and referent power and discourage the use of reward and coercive power. Teach critical thinking in my organization to formally examine the concept of “fairness.” Cultivate an organizational ethos in which HR employees avoid using their position or authority to manipulate outcomes.

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