

<p><b>HR Functional Knowledge</b></p>	<p><b>Self-to-Self</b></p>	<p><b>Self-to-Other</b></p>	<p><b>Self-to-System</b></p>
<p>1. Create and foster equitable, inclusive <b>relationships</b> to develop, expand, and apply HR functional knowledge at UW–Madison. <i>(cross-listed in EID rubric)</i></p>	<ul style="list-style-type: none"> <li>Learn how EID core values and practices can and should shape HR policies and processes to foster equity in HR.</li> <li>Learn the “why” behind HR actions in my unit, and examine the degree to which these actions reflect EID core values and practices.</li> </ul>	<ul style="list-style-type: none"> <li>Actively support efforts in my unit to emphasize EID core values and practices when creating, implementing, and/or maintaining HR policies and processes.</li> <li>Communicate the “why” behind HR actions and work to ensure that actions reflect EID core values and practices; propose solutions if not.</li> </ul>	<ul style="list-style-type: none"> <li>Lead efforts in my organization to create and uphold HR policies and processes that reflect EID core values and practices and ensure equity.</li> <li>Foster increased understanding among my stakeholders of the “why” behind HR actions, and ensure that actions reflect EID core values and practices.</li> </ul>
<p>2. Develop and keep up HR knowledge, skills, and related resources in the spirit of <b>continuous HR learning</b>.</p>	<ul style="list-style-type: none"> <li>Identify the knowledge, skills and resources required to perform in my role, with guidance from mentors/peer partners, trusted colleagues, and supervisors.</li> <li>Proactively complete training; achieve relevant credentialing.</li> <li>Seek knowledge with curiosity and an open mind.</li> </ul>	<ul style="list-style-type: none"> <li>Model accountability for ongoing development of HR knowledge, skills, and resources.</li> <li>Engage in consultation related to new HR initiatives, and serve as a mentor to others.</li> <li>Foster curiosity and open-mindedness among others.</li> </ul>	<ul style="list-style-type: none"> <li>Hold staff in my organization accountable for acquiring HR knowledge and skills, and using available resources.</li> <li>Actively support new HR program development by providing knowledge, expertise, consultation, staffing and other resources as appropriate.</li> <li>Create a culture of continuous learning.</li> </ul>

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	<b>Self-to-Self</b>	<b>Self-to-Other</b>	<b>Self-to-System</b>
<p>3. Learn, interpret, follow—and in advanced stages—contribute to the development of HR <b>policies and business processes</b>, with respect for the diversity of stakeholders.</p>	<ul style="list-style-type: none"> <li>• Learn the intent of HR policies related to my role.</li> <li>• Identify when and how policies apply, and how they inform business processes in my unit.</li> <li>• Adhere to policies while carrying out business processes, and test my assumptions with trusted colleagues when in doubt.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate the intent of HR policies to deepen understanding.</li> <li>• Influence ongoing development, application, and revision of policies by contributing to forums designed to solicit feedback.</li> <li>• Model the adherence to policy while navigating ambiguous situations in the spirit of “sifting and winnowing” and doing the “right thing.”</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure communication of the intent of HR policies across my organization.</li> <li>• Host forums to solicit stakeholder input as appropriate and address emerging concerns.</li> <li>• In partnership with campus leadership, governance entities, and OHR, proactively develop and implement new HR policies and improve existing policies.</li> <li>• Lead efforts to “sift and winnow” in complex situations.</li> </ul>
<p>4. Make informed HR decisions in consideration of <b>cross-functional impacts</b> (i.e., the big picture) at UW–Madison by proactively learning about HR functions beyond my own.</p>	<ul style="list-style-type: none"> <li>• Learn how my functional area fits in the big picture of HR at UW–Madison.</li> <li>• Seek understanding about other functional areas in HR, and potential cross-functional impacts of my work on the work of others.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage colleagues in other HR functional areas to ensure consideration and mitigation of cross-functional impacts.</li> <li>• Routinely test my assumptions to ensure intention and impact are aligned—and model this practice for others.</li> <li>• Foster collective, collaborative decision-making, in consultation with a diverse array of subject-matter experts (SMEs).</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate broad awareness of cross-functional impacts among HR functional areas through facilitation of—or proactive engagement—in HR problem-solving and decision-making forums.</li> <li>• Anticipate cross-functional HR impacts before they occur and demonstrate agility in adjusting decision-making to ensure effective outcomes at the big picture level.</li> <li>• Mentor others to do this.</li> </ul>