

<p>HR Functional Knowledge</p>	<p>Self-to-Self</p>	<p>Self-to-Other</p>	<p>Self-to-System</p>
<p>1. Create and foster equitable, inclusive relationships 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"> • 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.
<p>2. Develop and keep up HR knowledge, skills, and related resources in the spirit of continuous HR learning.</p>	<ul style="list-style-type: none"> • Identify the knowledge, skills and resources required to perform in my role, with guidance from mentors/peer partners, trusted colleagues, and supervisors. • Proactively complete training; achieve relevant credentialing. • Seek knowledge with curiosity and an open mind. 	<ul style="list-style-type: none"> • Model accountability for ongoing development of HR knowledge, skills, and resources. • Engage in consultation related to new HR initiatives, and serve as a mentor to others. • Foster curiosity and open-mindedness among others. 	<ul style="list-style-type: none"> • Hold staff in my organization accountable for acquiring HR knowledge and skills, and using available resources. • Actively support new HR program development by providing knowledge, expertise, consultation, staffing and other resources as appropriate. • Create a culture of continuous learning.

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