This competency reflects WHY we do what we do, and encompasses all of the other competencies:

<table>
<thead>
<tr>
<th>Engagement, Inclusion &amp; Diversity (EID)</th>
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</thead>
<tbody>
<tr>
<td>How do we build a healthy, inclusive and engaging work environment?</td>
</tr>
</tbody>
</table>

1. Creates and fosters inclusive relationships to develop, expand, and apply HR knowledge and expertise at UW-Madison. **(HR TECHNICAL KNOWLEDGE & EXPERTISE)**
2. As a change management agent, promotes the organizational benefits of EID for an intentional and deliberate culture shift from compliance-oriented HR to more of an inclusive consulting partnership. **(CHANGE MANAGEMENT)**
3. Works collaboratively with others to create a positive climate, and fosters inclusion and respect across a diverse workforce in support of EID values. **(COLLABORATION)**
4. Cultivates trust by acting with integrity and respect, as a driver for all decisions and actions in ultimate support of EID core values. **(ETHICS & INTEGRITY)**
5. Leads by example: takes initiative to learn about EID, and supports and assists employees in learning and development that fosters EID skills and knowledge in ultimate support of getting things done. **(EXECUTION)**
6. Embodies the core values of engagement, inclusion and diversity by demonstrating sensitivity to multiple points of view, perspectives, and experiences in the process of resolving HR issues. **(PROBLEM SOLVING)**

This competency reflects WHAT we do:

<table>
<thead>
<tr>
<th>HR Knowledge &amp; Expertise</th>
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<tbody>
<tr>
<td>What knowledge and expertise is required to do our jobs?</td>
</tr>
</tbody>
</table>

1. Creates and fosters inclusive relationships to develop, expand, and apply HR knowledge and expertise at UW-Madison. **(EID)**
2. Develops and maintains HR knowledge and expertise by completing required credentialing processes and applying knowledge and expertise.
3. Learns, interprets, follows (and in advanced stages, develops) HR policies*, and shares one’s understanding of these policies in ways that that include, engage, and respect the diversity of colleagues across the campus.
4. Makes informed decisions in consideration of the ‘big picture’ by proactively learning about HR functional areas beyond one’s primary area.

*HR Policies include Payroll Policies

The remaining five competencies reflect HOW we do what we do:

<table>
<thead>
<tr>
<th>Change Management</th>
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<tbody>
<tr>
<td>How do we facilitate change, from program/ process implementations to culture shifts?</td>
</tr>
</tbody>
</table>

1. As a change management agent, promotes the organizational benefits of EID for an intentional and deliberate culture shift from compliance-oriented HR to more of an inclusive consulting partnership. **(EID)**
2. Knows and can articulate various models for managing change and engages others in the exploration of change management options.
3. Champions change management principles and practice through proactive, timely and inclusive stakeholder communications in service to enhancing outcomes.
4. Effectively plans and manages change processes.
5. Behaves calmly, professionally and effectively in a fast-paced environment with multiple and/or shifting priorities, in consideration of organizational values, strategic goals, and tenets of engagement, inclusion and diversity.
6. Learns and applies process improvement models in conjunction with change management strategies.
| Collaboration | 1. Works collaboratively with others to create a positive climate, and fosters inclusion and respect across a diverse workforce in support of EID values. *(EID)*  
2. Communicates HR concepts and ideas to internal and external audiences in ways that facilitate greater understanding.  
3. Develops, sustains and leverages positive relationships with colleagues and clients through community of practice or other methods of intentional collaboration.  
4. Fosters team spirit by acknowledging and sharing credit.  
5. Facilitates mutually beneficial outcomes (including difficult conversations and the mediation of disputes) effectively, inclusively, and in accordance with applicable laws and policies.  
6. Understands the role of shared governance and how to interact/partner effectively with these groups. |
|---|---|
| Ethics & Integrity | 1. Cultivates trust by acting with integrity and respect, as a driver for all decisions and actions in ultimate support of EID core values. *(EID)*  
2. Exercises and models respect and trustworthiness through appropriate workplace communication, behavior and engagement.  
3. Demonstrates awareness of types of power; exercises power judiciously and appropriately.  
4. Maintains confidentiality appropriately; understands when it is *inappropriate* to maintain confidentiality.  
5. Demonstrates commitment to do the ‘right’ thing in the spirit of sifting and winnowing, in the face of competing demands/priorities and in consideration of consequences; seeks input from and tests assumptions with others *whenever* in doubt.  
6. Makes commitments to others knowledgeably and appropriately, and honors those commitments. |
| Execution | 1. Leads by example: takes initiative to learn about EID, and supports and assists employees in learning and development that fosters EID skills and knowledge in ultimate support of getting things done. *(EID)*  
2. Works in consultative partnership with others instead of working in a transactional manner simply to ‘get things done’.  
3. Operates from a customer-centered focus/approach in executing all tasks and projects.  
4. Anticipates and escalates issues appropriately.  
5. Communicates with responsible transparency and respect for confidentiality.  
6. Balances requirements to deliver high-quality service, to complete projects on time and within scope and budget, and to sustain positive relationships. |
| Problem Solving | 1. Embody the core values of engagement, inclusion and diversity by demonstrating sensitivity to multiple points of view, perspectives, and experiences in the process of resolving HR issues. *(EID)*  
2. Demonstrates curiosity and humility, and dedication to the principle, “Seek first to understand” (i.e., to be open to see that we don’t have all the answers).  
3. Engages in thorough analysis to examine root cause(s), and works in partnership with others to problem-solve at the level of root cause.  
4. Considers overlaps and cross-functional HR and organizational impacts of projects and tasks, instead of working in a strictly transactional manner simply to resolve issues.  
5. Demonstrates adaptability in problem solving through the integration of learning from previous experience.  
6. Cultivates innovative and courageous environments to change paths/directions by providing space for others to express these problem-solving attributes without fear of criticism. |