<table>
<thead>
<tr>
<th>HR Technical Knowledge &amp; Expertise</th>
<th>Developing (New-Acclimated Employee) (Self-to-Self)</th>
<th>Cultivating Fluency (Experienced Employee) (Self-to-Other)</th>
<th>Mastering (Subject Matter Expert) (Self-to-System)</th>
</tr>
</thead>
</table>
| 1. Creates and fosters inclusive relationships to develop, expand, and apply HR knowledge and expertise at UW-Madison. | a) Proactively engages in learning about how EID practices shape HR policy.  
b) Engages in conversations with supervisor/manager and mentor to discuss EID and seek feedback/input about how one can apply those in one’s work.  
c) Can articulate what EID values mean to one’s self. | a) Actively supports leadership efforts to emphasize EID practices as foundational in the carrying out of HR policy.  
b) In discussion with others, considers the impact of EID core values on learning opportunities and environments for others; provides opportunities for others to provide input and feedback regarding those learning opportunities and environments.  
c) Continually builds relationships with others to learn about others and oneself in the context of EID core values. | a) Leads efforts in one’s area to create and support HR processes with EID as foundational.  
b) Continues to apply and evolve understanding of EID values in the workplace; collaborates with colleagues and professionals to examine and discuss other perspectives; develops and evolves a mutual understanding.  
c) Anticipates how EID core values influence the development and execution of HR Knowledge and Expertise across campus/system. |
| 2. Develops and maintains HR knowledge and expertise by completing required credentialing processes, and applying knowledge and expertise. | a) Begins to learn the delegated authority for which one will be held accountable (e.g., HRS, recruitment, performance management, employee relations, operations), and works with one’s manager to identify what resources and systems they will need to use to perform one’s role and responsibilities.  
b) Proactively accesses training resources and tools (e.g., HR CoP’s ‘HR & Learning Practice’, LTD Training Catalog, UW Service Center Learning Pathways) relevant to one’s role, seeks HR knowledge with curiosity and an open mind, and begins certification/credentialing processes. | a) Demonstrates accountability to one’s delegated authority through the ability to articulate how policy/process work in concert with HR transactions.  
b) Completes required certification/credentialing relevant to one’s role to maintain security access or delegated authority.  
c) Engages and collaborates with others to apply HR knowledge and expertise; deepen understanding of one’s own and others’ functional areas.  
d) Completes advanced level courses that build upon certification/credentialing HR Knowledge and Expertise. | a) Ensures appropriate delegation of authority among others either through audits and review of security permissions, or through identifying and proactive escalating of mishandled transactions.  
b) Coaches and mentors others to navigate the certification/credentialing process; anticipates the needs of mentees.  
c) Coaches others to engage in knowledge transfer activities including to but not limited to:  
  o Resource/document creation  
  o Training others through communication  
d) Participates in program development by providing knowledge, 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. | a) Engages in learning about HR policies; can articulate what HR policies are and when they are used, and adheres to policies. 

b) During the learning phase, maps out HR policies and how they fit into one’s department/division process. | a) Engages in conversations with others to deepen one’s understanding of the influence of HR policy on decision-making, business processes and the work of others. 

b) May influence the development/revision of policies by contributing to discussions and other forums designed to seek feedback. | a) In partnership with campus leadership, participates in HR policy process improvement initiatives (i.e., department, division, or central OHR initiatives). 

b) Proactively collaborates with central OHR and/or one’s governance entity to develop and implement new HR policies when needed. |

---

*HR Policies include Payroll Policies

---

| 4. | Makes **informed HR decisions** in consideration of the ‘big picture’ by proactively learning about the HR functional areas beyond one’s primary area. | a) Begins to learn how one’s functional area fits into the ‘big picture’. 

b) Learns about and can articulate what other HR functional areas exist on campus. | a) Engages colleagues and professionals in other HR functional areas to test one’s assumptions and decision-making approaches. 

b) Articulates the impact that one’s decisions are likely to have on other HR functional areas, and works with others to ensure intention and impact are aligned; considers other HR functional areas when making decisions; proactively consults with SMEs. | a) Demonstrates awareness of the cross-functional impacts of HR functional areas through the facilitation of leadership-level HR decision-making conversations. 

b) Anticipates impacts before they occur and demonstrates agility in adjusting one’s decision-making course to ensure positive outcomes at the level of ‘big picture’. |