

## What can HR say, think, and do to help HR build trust with employees?

### Transparency

- Be responsive
- Be trustworthy
- Exhibit integrity
- Personal development plans
- Be transparent and open about what's real
- Involve employee feedback in your decisions
- Be as transparent about employee policies as possible
- Map the employee experience: touchpoints and interventions
- Take a risk and communicate more informally and authentically
- Give / Get "Reciprocity" culture – Employee development tied directly

### Communication

- Listen
- Show openness
- Non-judgmental
- Listen to all angles
- Show that you care
- I / we (HR) hear you
- Be available, be visible
- Listen and acknowledge
- Storytelling in communications
- Explain the "why" of the "what"
- Frequent informal conversations
- Show up as people – be vulnerable
- What would you like to see happen?"
- Be clear about what HR can or can't do
- Transparent communication and decisions
- Communicate, communicate, communicate
- Communicate clear decision-making processes
- Continuous communication (not just crisis time)
- Communication plan to values are alive and lived
- No hallway comments which disagree with position
- Values, gap survey, then follow-up regarding results
- Educate employees about how compensation works
- "Acknowledge feelings when employees come to HR
- "Make the rounds" of the various divisions in the enterprise
- Make sure employees understand how goal cascading works

## **Visibility**

- Be human
- Walk the talk
- Be approachable
- Open door to HR
- Do the right thing
- Take a day off – free
- Speak truth to power
- Clear communication
- Mingle with non-execs
- Be vulnerable together
- Walk around, get to know people
- Get to know all levels of employees
- Regular check-ins with departments
- Show strong partnership with the CEO
- Do: Actively listen to concerns and ideas
- State their position to protect employees
- Be natural and neutral, create compromises
- Lead by example, take action on unacceptable behaviors
- Executives encouraged to read and address employee input

## **Executives and Leadership**

- Explain why we do what we do
- Executive team models the way
- Tell employees what HR's role is
- Clarify HR role vis-à-vis employees
- Speak to leaders in business terms
- Ask support from leadership / CEO
- Agree with leadership on role of HR
- Ask employees how HR can instill trust
- Leadership resets on what are non-negotiable values
- Guide CEO to state company values and priorities and behave to them

## **Employee First**

- Employee first
- Show empathy
- Keep confidences
- Be clear on value system
- Do what you say you will do
- Communicate investigation steps

- Process to raise issues / take action
- Know you don't have to know everything
- Say what you will do and what you will not do
- Employees are essential company stakeholders
- Set employee expectations regarding outcomes
- What's good for employees is good for the company
- Feel: Both sides of a situation: Business and Employee
- Really consider and analyze the employee's experience
- Walk the talk – don't sign up for what you can't deliver
- Stand up to management for employees' best interests
- State a commitment to "outside-in HR thinking" (and do it)
- Engaged and inspired employees help the company succeed
- Think: Through the lens of an employee for policies, values, etc.
- Conduct empathy interviews and do something with the output
- HR protects both employees and the company to promote excellence
- Be real about how strategic decisions are made – who are the real stakeholders
- Say: Speak the truth; acknowledge what is happening and communicate next steps

#### **Tools to establish / design**

- Focus groups
- Clear guidelines
- Confidential input form
- Clear mission statement
- Have data to support positions
- Lead design of clear company values
- Internal social media / blog for employee input
- Work with legal to establish harassment guidelines
- Have a sounding board for all employee cases (not only HR people)

