

CEOs:

How confident are you that your employees are safe and being treated fairly? Here are questions to ask your leaders.

How do I know if our employees feel safe?

- When an employee comes forward to let us know something is wrong, do we have a required, standard process for investigating the allegation? How do we know that our process is working?
- How many bias, discrimination and/or harassment allegations do we have today? How does that compare to last year? To our peers? What can we learn from this—and more important, what are we doing about it?
- We know we are going to have issues, but do we have a way to pinpoint where they are coming from and why? Is it a specific leader or region? Do they seem to be correlated to an event or a new practice? What predictive indicators are we tracking to stop an incident before it happens— and keep our employees safe?
- Are there parts of the organization where there are no complaints being brought forward? (Hint: That's usually not good...)
- How do we measure and build employee trust—just like we do with our customers? How likely is an employee to recommend a colleague go to HR with an issue? Do we ask employees to rate how they were treated when something went wrong?
- Do we drive transparency by sharing metrics with our employees on how we have handled aggregate issues across the company, such as number of harassment complaints and their substantiation rates?

How do I know if our employees are being treated fairly and consistently?

- How do we ensure that we are consistently applying even our common policies – such as those regarding attendance, T&E violations, performance issues? Do differences stem from employee attributes (race, gender, age, etc.) or from other organizational practices (e.g., regions, departments, years of service, etc.)?
- What about our leaders and managers? Is there bias in how they manage issues based upon gender, race or other characteristic that has nothing to do with our employees' ability to perform their jobs?
- When we conduct investigations, are we certain our investigators have the right skillset to do them properly? How often do we look at case data from different angles? For example, how many cases have we substantiated? Does that differ if we look at different genders or races of the investigator or involved parties to potentially reveal bias in our decision-making or practices?

I don't like surprise headlines. Are we proactively managing our risk when it comes to employee matters?

- What predictive indicators tell us something is amiss with a location, a leader or a team? Who are our repeat offenders? Do we have individuals or leaders that have a history of “on the edge” conduct that may be posing risk?
- Are we aware of what employees are saying about our organization on social media and review sites, such as Glassdoor or Fishbowl? Are we monitoring and evaluating these risks?
- When we are managing employee issues, what line of sight do we have to other issues in the organization involving that employee so we can avoid any claims of retaliation?
- When faced with a legal issue, do we have the documentation required to defend our actions—regardless of turnover or attrition? Where do we keep investigation-related documentation and is it court-ready?
- Do our HR Team, Investigators and People Managers have the right skills and organizational guidance to manage these issues so if we are challenged, our process is solid? How often and well do they get trained?

How did you do?

Change starts with a clear-eyed baseline of where your organization stands—and then specific KPIs to track progress. Improved visibility into your employee data drives safer, fairer, more inclusive employee experiences.

Build a better, fairer workplace with HR Acuity, an employee relations technology and analytics platform built to root out bias, harassment and inequality. Get built-in predictive indicators, analytics and reporting so you can:

- Assess your current state to see where your racial, gender challenges lie – by geography, performance issue, manager and more
- Benchmark your organization's employee issues compared to your peers
- Set specific goals and KPIs and then get alerted to changes that impact diversity through ongoing, real-time reporting

If you're not happy with your answers, see for yourself why organizations depend on HR Acuity to help them protect their reputations and build better workplaces.

Maybe it's time to drop me an email or give me a call. Let's talk.

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