

# TIROE Human Resource Processes Reflection Activity<sup>1</sup>



Building and sustaining a trauma-informed, resilience-oriented, and equitable (TIROE) workforce requires transparent, collaborative, and equitable human resource (HR) processes and procedures. This three-step activity guides sexual and reproductive health agencies to reflect on strengths and gaps in current HR processes, and creates space for discussion on how to modify them.

**Step 1:** Gather a small team representing a cross-section of staff with diverse perspectives, including: hiring managers, supervisors, interviewers, HR staff, and recent hires. Allow for at least 15 minutes to complete the reflection activity.

**Step 2:** Together, complete the checklist below, reflecting on HR processes at each phase of employment at your organization.<sup>2</sup>

<b>A. RECRUITMENT AND PRE-EMPLOYMENT: Before employee start date</b>	
	Job descriptions accurately describe skills and attributes that support a TIROE organization.
	Job descriptions include a preferred qualification for individuals with knowledge of or experience with TIROE approaches.
	Recruitment materials clearly describe the job duties and application processes in a way that promotes TIROE principles.
	Timeframes for interviews and candidate selection are clearly communicated to applicants.
	Changes in the process are clearly communicated to applicants.
	There are opportunities for applicants to address emotional and physical safety concerns regarding the job and the work environment.
	During the interview, applicants are asked specifically about their knowledge of or experience with TIROE approaches.
	The process and purpose of pre-employment testing and background checks are clearly communicated to applicants.
	Salaries and benefits are established and negotiated with a lens of collaboration and choice.
	Applicants who are not selected for employment are informed in a timely and appropriate manner.
<b>B. ONBOARDING AND ORIENTATION: Between employee start date and proficiency</b>	
	Supervisors and new employees are given the opportunity and support to clearly communicate initial expectations with each other.
	The onboarding process includes personal and agency-wide safety measures and procedures.
	Supportive measures are in place to respond to a traumatic personal or workplace event that may occur during employee orientation.
	Onboarding information includes resources for staff self-care and work/life balance.
	New employees receive information about their performance in a consistent and appropriate manner.
	New employees are introduced to and supported by current employees in a consistent and appropriate manner.
	Opportunities are available for new employees to offer observations and/or suggestions to improve current practices, policies, and procedures.
	The organization promotes collaboration with and inclusion of new employees.
	A clear and specific outline of the onboarding plan is shared with new employees.
	There are multiple and easily accessible ways for new employees to learn about about their job and about workplace policies, benefits, and practices.

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<sup>2</sup>National Council for Mental Wellbeing (2022). *FOSTERING RESILIENCE AND RECOVERY: A Change Package for Advancing Trauma-Informed Primary Care*. [https://www.thenationalcouncil.org/resources/fostering-resilience-and-recovery-a-change-package-for-advancing-trauma-informed-primary-care/?gclid=Cj0KQCjw8qmhBhCIARIsANAtboec6w8eixxxEGFGDWBmzivMzWfYUwacU4LJRYCxdbXYzBjdYK9NKEaAlndEALw\\_wcB](https://www.thenationalcouncil.org/resources/fostering-resilience-and-recovery-a-change-package-for-advancing-trauma-informed-primary-care/?gclid=Cj0KQCjw8qmhBhCIARIsANAtboec6w8eixxxEGFGDWBmzivMzWfYUwacU4LJRYCxdbXYzBjdYK9NKEaAlndEALw_wcB)

<b>C. ONGOING EMPLOYMENT: Between employee proficiency and offboarding</b>	
	Processes are in place to build and support a diverse and inclusive work environment.
	Staff have voice and choice in performing their work.
	TIROE principles are incorporated into performance management processes and systems.
	Employees are able to provide feedback to the organization with anonymity and without fear of retribution for their comments.
	Employees are informed of career opportunities in a timely and appropriate manner.
	The organization prioritizes appreciation and recognition of staff. Measuring and celebrating success is clear, consistent, and common.
	There are structures in place to assess and minimize vicarious trauma and compassion fatigue in the workplace.
	The organization routinely assesses safety and health risk and makes improvements based on the findings.
	The organization encourages and supports staff work/life balance and self-care.
	Employees are offered choices among the benefits offerings.
	Organizational decision-making processes are transparent and clearly communicated, and involve staff whenever possible.
	Information is clearly and consistently communicated to employees.
	Employees are engaged in establishing goals and objectives for their positions and departments and for the organization.
	TIROE principles are incorporated into employee learning and development processes.
	Employee needs are assessed and addressed when a traumatic personal or work-related event occurs.
	TIROE principles are incorporated into determining schedules, rewards, and training needs for each employee.
	Policies and procedures are consistently reviewed and updated for alignment with TIROE principles.
<b>D. OFFBOARDING: Transitioning employees out of the organization</b>	
	The offboarding process is safe and empowering.
	Employee transitions are clearly and consistently communicated with the rest of the organization in a timely manner.
	Communications include a plan for transition responsibilities to other staff.
	There is a consistent process for transferring the knowledge of transitioning employees to their successors.
	Remaining employees are offered support to address the changes brought by employee transitions.
	When a layoff occurs, a clear and consistent procedure is in place to support remaining employees. This support includes: addressing the loss of co-workers; assessing and adjusting job responsibilities and load; communicating the organization's plans to maintain the current staff; and validating and alleviating concerns about job security.
	The procedure for sharing offboarding information with transitioning employees is consistent and clearly communicated.
	Transitioning employees are ensured a safe and confidential exit interview.
	Procedures are in place to commemorate and show gratitude to transitioning employees.
	The organization's policy and procedure for providing references for former employees is consistent and clearly communicated.
	The transition of company and personal property is smooth, timely, and appropriate.

### Step 3: Reflect

Consider your responses to each section above.

- Which of your agency's current HR processes nurture progress towards building and sustaining a TIROE workforce?
- Which HR processes could you strengthen to build and sustain a TIROE workforce?
- What processes or areas **not** on this list might help you build and retain a TIROE workforce?