

Great Place To Work®

Trust Index©



About Great Place to Work

Great Place To Work® is the global authority on workplace culture. Our mission is to help every place become a great place to work for all. We give leaders and organizations the recognition and tools to create a consistently and overwhelmingly positive employee experience, fostering cultures that are proven to drive business, improve lives, and better society.

Our recognition is the most coveted and respected in the world for elevating employer brands to attract the right people. Our proprietary methodology and platform enables organizations to truly capture, analyze, and understand the experience of all employees.

Our groundbreaking research empowers organizations to build cultures that retain talent and unlock the potential of every employee. Our coaches, content, and community connect the boldest leaders, ideas, and innovations in employee experience. Since 1992, our Certification™, Best Workplaces™ Lists, and global benchmarks have become the industry standard, built on data from more than 100 million employees in 150 countries around the world.

About the survey

The Great Place to Work® Model© is derived from the definition of a great place to work as one where employees trust the people they work for, have pride in what they do, and enjoy the people they work with.

Every statement in the Trust Index© survey, of the total 61 (standard statements), measures a specific aspect of the model and fits into one of the five dimensions:

Credibility, Respect, Fairness, Pride and Camaraderie

Credibility – measures the extent to which employees perceive the leadership as credible by assessing employees' perceptions of the leadership's communication practices, competence and how consequently they work towards the vision of the organization.

Respect – measures the extent to which employees feel respected by leaders by assessing the levels of support they receive, how the collaboration between leaders and employees function as well as how the leadership acts to show care for their employees.

Fairness – measures the extent to which employees feel that they are treated with a sense of equity by leaders, that leaders are objective by assessing the equity, impartiality, and justice employees perceive in the workplace.

Pride – measures employees' sense of pride in their work by assessing the perception employees have toward their jobs, team or work group and the company.

Camaraderie – measures employees' sense of camaraderie in the workplace by assessing the quality of the intimacy, hospitality, and community within the workplace.

Credibility Dimension

COMMUNICATION | COMPETENCE | INTEGRITY



Good communication skills invite and encourage two-way dialogues. Managers are both clear and informative in the information they volunteer; and they are accessible to employees, affording them the opportunity to begin conversations about the information they might need or want to share.

Positive communication skills will allow managers to hear about and address rumors before they get started. If employees know their managers are up front with them and feel they can ask questions freely when there are concerns, there will be no need to fill in information gaps with guesses. Clear communication allows employees to meet managers' expectations, choose their priorities carefully and, thus, be more productive.

Displaying leadership competence involves the ability to coordinate people and resources effectively, the ability to oversee employees' work, and the ability to clearly articulate and enact the organization's vision. Employees who feel that leaders are competent are more willing to trust their decisions and follow leaders when they are leading employees through changes or uncertainty.

The leadership's integrity depends on honest and reliable daily actions. Managers are consistent: whatever they say, they do; and promises are kept. Additionally, employees are certain their managers run the business ethically.

By addressing and working with these areas, employees will perceive the leadership as credible, which is necessary to maintain trust in the workplace.

Respect Dimension

SUPPORT | COLLABORATION | CARING



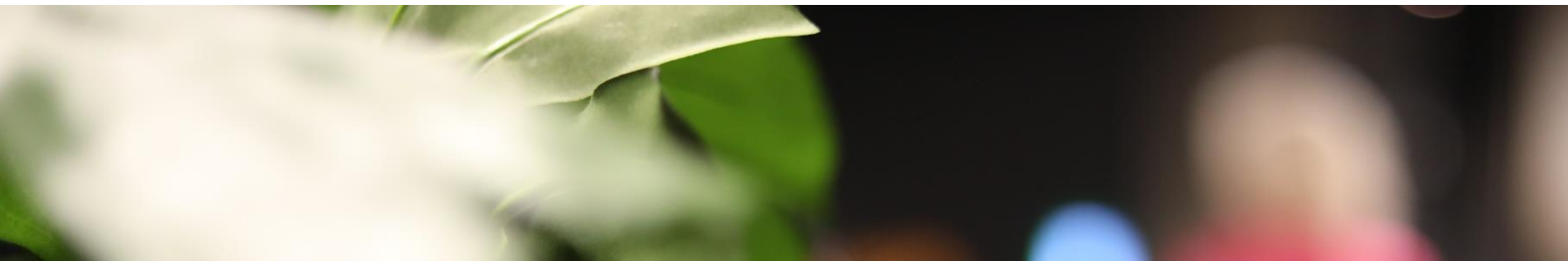
Professional support is shown to employees through the provision of training opportunities and the resources and equipment necessary to get work done. Appreciation of professional accomplishments and extra effort supports the individual professional development of employees.

Collaboration between employees and management requires that leaders outreach by genuinely seeking and responding to employees' suggestions and ideas, as well as involving people in the decisions that affect them and their work. Managers demonstrate caring by providing a safe and healthy working environment, and by showing an interest in people's personal lives. Caring managers are also aware of the impact that work has on employees' personal lives.

Showing respect for employees improves their perception of how they are treated by management and increases their trust in the organization. A respectful environment fosters increased productivity and smoother execution of procedures by creating an atmosphere in which decisions are made with the support of staff, and ideas for improving the workplace can be shared. Employees are more enthusiastic about their work when they feel they are seen as people, not just employees.

Fairness Dimension

EQUITY | IMPARTIALITY | JUSTICE



A sense of equity is conveyed through balanced treatment for all people in the distribution of intangible and tangible rewards.

Impartiality is shown by the leadership through an avoidance of favoritism in hiring and promotion practices, and an absence of politicking in the workplace. The statements assessing impartiality reflect the very human interpersonal interactions that occur within a workplace when people are promoted, tasks are assigned, or requests for assistance are made to facilitate some aspect of work that needs to be accomplished.

Justice is defined as an absence of discrimination based on people's personal characteristics, and the presence and utilization of a fair process for appeals.

A workplace culture that supports the fair treatment of all employees enables people to focus on their work contributions rather than spending time on politics or defending themselves personally. A fair work environment reduces the distractions of inequity, politics and prejudice and allows people to make their greatest contributions to the organization.

Pride Dimension

PERSONAL JOB | TEAM | CORPORATE IMAGE



Employees can feel pride in their personal jobs; in the work that is produced by their own team or work group; and in the organization's reputation, which is made up of its services and its standing in the community.

Pride in one's personal job is developed from the sense that one's specific contributions are special and unique to the organization – that one makes a difference for the organization. This feeling of pride in one's contribution can lead to employees making long-term commitments to the organization.

People's pride in the accomplishments of their teams is both a reflection of the good work that the team is able to do, and the explicit recognition by leaders that the success of the organization often comes from teamwork and not just from individual contributions. This results in employees making an extra contribution when needed.

Finally, people's pride in their association with the organization and its public image come from the reputation of the organization within its industry or service areas, its ability to meet client needs, and its commitment to be of service to the communities in which it is located.

In general, high levels of pride in these three areas favorably affects employees' engagement in their jobs, thus increasing productivity, teamwork, and commitment to the organization.

Camaraderie Dimension

INTIMACY | HOSPITALITY | COMMUNITY



Employees experience camaraderie in the workplace through the level of intimacy they find, or the ability they have, to be themselves; the hospitality people engage in, or the extent to which the environment is friendly and welcoming; and the sense of community, or the degree to which staff feels like a team or a family.

Fostering feelings of hospitality and intimacy and underscoring the importance of a sense of community in the workplace, all contribute to employees developing relationships, cooperating with others, and enjoying their work. The teamwork, cooperation and commitment that is a by-product of camaraderie positively affect quality, productivity, profitability, and employees' morale.

This is a great place to work

For a workplace to be experienced as a great place to work, it is important that there is a balance between all the dimensions in the model. The employees' overall experience and assessment of the workplace is the combination of how they experience the leadership's credibility, the level of respect and fairness they experience as well as the pride they have in their work and association with the organization and the camaraderie they experience with other employees.