

TO: Deans and Directors  
FROM: Brad Lobland, Human Resources Director  
DATE: October 24, 2016  
RE: Building A Strong University Through Trust

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Trust increases how quickly things are accomplished, despite complexity or uncertainty. Trust is the cornerstone of every important relationship, and is a crucial element in employee engagement.

Working with others in a genuine, helpful way while keeping the best interest of others at heart is behavior that is crucial in building trust between self, employees, departments, customers and all other external stakeholders:

- 4 cores that are needed for trust: Integrity, intent, capabilities and deliverable results – Speed of Trust
- Trust is built over time through multiple consistent deliverable interactions
- If both parties, feel they are entering a win-win situation both will be more willing to work finding solutions to problems that arise
- Promote an environment of safety for all stakeholders and keep communication lines open, respectful, and professional
- Recognize employees frequently who exemplify safe, respectful, and professional interactions
- Address behavior that give others the perception of favoritism, unfairness, bullying, and is undermining trust

Recommended readings and video:

- The Speed of Trust & Smart Trust by Stephen M. R. Covey and Rebecca Merrill
- Crucial Accountability & Crucial Conversations by Patterson, Grenny, Maxfield, McMillan, and Switzler
- Why good leaders make you feel safe by Simon Sinek (11:59) <https://www.youtube.com/watch?v=lmyZMtPVodo>

If employees are struggling, please remember the university offers:

- Employee Assistance Program use link for contact information and company ID GC5901Q to sign in <http://www.alaska.edu/benefits/employee-assistance-progr/>
- A Managers Guide Handling Traumatic Events (36pgs) <https://www.opm.gov/policy-data-oversight/worklife/reference-materials/traumaticevents.pdf>

The Human Resource office is here to assist you, please contact the HR office at 474-7700:

- If you need to make an appointment or ask for assistance from a Human Resources Consultant
- For Payroll or Personnel assistance email them at: [uaf-payroll@alaska.edu](mailto:uaf-payroll@alaska.edu) or [uaf-personnel@alaska.edu](mailto:uaf-personnel@alaska.edu)

*I have found that by trusting people until they prove themselves unworthy of that trust, a lot more happens. –Jim Burke, Former Chairman and CEO, Johnson & Johnson*

Please share this memo with all supervisors in your departments and disseminate further as needed.

cc: Faculty Senate  
Staff Council

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