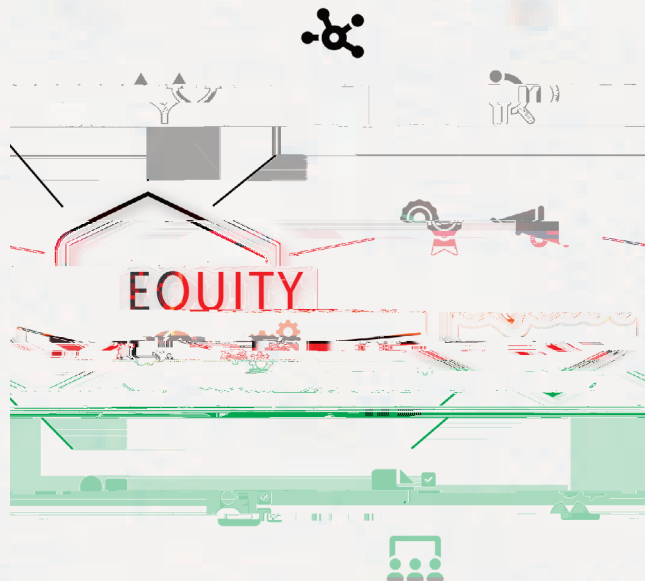


INCREASING EQUITY AT THE WORKPLACE

B



OVERVIEW:
EMPLOYMENT SYSTEMS AND
LEVERS FOR CHANGE



Developed by

Marcie Pitt-Catsoupes, PhD

Samuel L. Bradley, Jr., DSW

Kathleen Christensen, PhD

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Questions?

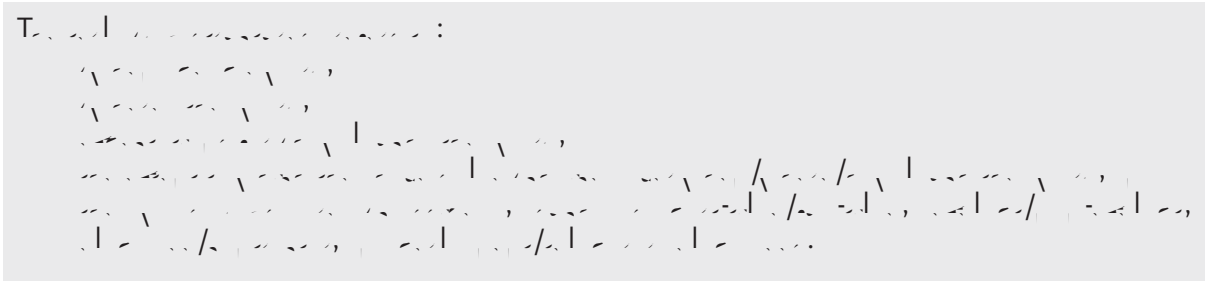
For more information, contact marcie.pitt@hr.com

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Introduction to Our Approach: Employment Systems and Levers for Change

Work Equity Audit Toolkit

Appendix F: Figure 1: Employment Systems and Levers for Change. Table 1: Employment Systems and Levers for Change.



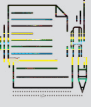
Work Equity Audit Toolkit
Appendix F: Figure 1: Employment Systems and Levers for Change. Table 1: Employment Systems and Levers for Change. (See Figure 1.)




Figure 1: Employment Systems and Levers for Change

We consider Levers for Change to be different ways that your organization can strengthen the equity of your Job Structures System.


Work Equity Audit Tool Components: Job Structures System




Policies
 Formal (typically written) policies that establish expectations for various processes, including the equity of employment systems, such as policies that govern recruitment and hiring.



Practices
 Written or unwritten specification of steps used to complete tasks, including activities that could affect the equity of employment systems, such as “best practices” related to the supervision of employees.




Planning and Evaluation
 Planning, data collection and interpretation of information related to the equity of employment systems, such as conducting “audits” of compensation.




Assignment of Roles and Accountabilities
 Designation of one (or more) person(s) who is accountable for Diversity-Equity-Inclusion (DEI) activities related to the equity of one (or more) employment system(s), such as the selection of an HR person to assess the equity of annual employee performances.



Workplace Culture
 Values and principles espoused by the organization, including values related to Diversity-Equity-Inclusion, such as statements by top managers about the importance of workforce diversity for innovation.



Workplace Climate
 Employees’ sense of their everyday work experiences, particularly experiences that affect perceptions of inclusion (that is, a sense of: belonging to the organization, being treated with respect, etc.), such as being invited to offer opinions about decisions that affect employees’ jobs.



Communications
 Access to information, including information about the equity of employment systems, such as information about possible promotion opportunities.

Work Equity Audit Tool Components: Job Structures System | Section 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | 51 | 52 | 53 | 54 | 55 | 56 | 57 | 58 | 59 | 60 | 61 | 62 | 63 | 64 | 65 | 66 | 67 | 68 | 69 | 70 | 71 | 72 | 73 | 74 | 75 | 76 | 77 | 78 | 79 | 80 | 81 | 82 | 83 | 84 | 85 | 86 | 87 | 88 | 89 | 90 | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 100

Steps of Your Job Structures System Equity Initiative

The Job Structures System Equity Toolkit consists of five steps. (See Figure 2.)

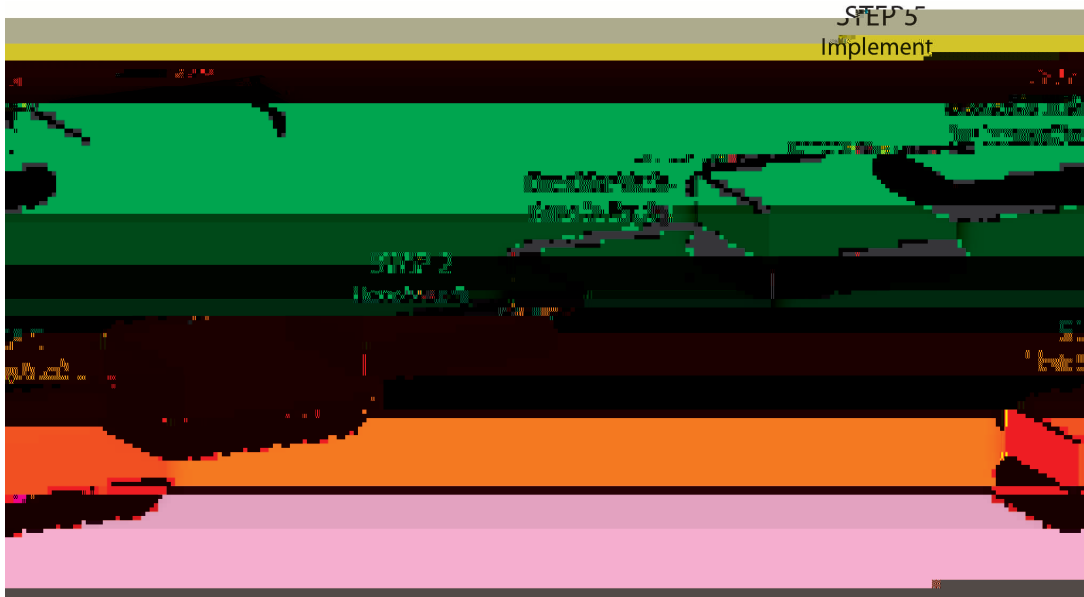


Figure 2: Steps in the Job Structures System Toolkit

Each step in the Toolkit consists of the following activities:

- 1. Conduct an initial assessment of your current job structures system (Step 1: Take an Assessment),
- 2. Develop a plan for your equity initiative (Step 2: Build a Plan),
- 3. Communicate your plan to your organization (Step 3: Communicate Your Vision and Plan),
- 4. Gather data to inform your equity initiative (Step 4: Gather Data to Inform Your Plan),
- 5. Implement your equity initiative (Step 5: Implement Your Plan).

Roles and Responsibilities for Your Equity Assessment

Leadership and staff have different roles and responsibilities in your equity assessment. The following are the roles and responsibilities of each:

1. Leadership: Conduct an initial assessment of your current job structures system, develop a plan for your equity initiative, communicate your plan to your organization, gather data to inform your equity initiative, and implement your equity initiative.
2. Staff: Conduct an initial assessment of your current job structures system, develop a plan for your equity initiative, communicate your plan to your organization, gather data to inform your equity initiative, and implement your equity initiative.

Having a clear understanding of the roles and responsibilities of each stakeholder is essential for the success of your equity assessment. Leadership and staff have different roles and responsibilities in your equity assessment. The following are the roles and responsibilities of each:

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The Process

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Go to next page for Worksheet #1 

Job Structures System Toolkit Worksheet #1

Sample Workplan for Completing Tasks for the Job Structures System Toolkit

Step/ Task	People Involved/Responsible	Target Date for Completion
Form the Job Structures System Equity Initiative Committee		
Prepare a letter/email inviting employees to join the Job Structures System Equity Initiative.		
Confirm the membership of the Job Structures System Equity Initiative Committee.		
Step 1: Take the Audit		
Distribute questions to people who will take survey. (Worksheet #2)		
Aggregate the responses. (Worksheet #3)		
Step 2: Benchmark		
Copy average scores onto Worksheet. (Worksheet #4)		
Compare your organization's scores to data from the National Study of Workplace Equity. (Worksheet #5)		
Discuss the results of your benchmarking with the Equity Initiative Committee.		
Step 3: Consider Variations in Equity		
Convene a meeting of the Equity Initiative Committee to discuss Worksheet #6.		
Step 4: Generate Ideas for Innovation		
Convene a meeting(s) to generate ideas for innovation.		
Determine strengths of Levers for Change. (Worksheet #7)		
Consider innovations in Levers for Change in the Job Structures System. (Worksheet #8)		
Consider ideas for flexible job structures practice innovations. (Worksheet #9)		
Prioritize ideas for innovation in the Job Structures System. (Worksheet #10)		
Step 5: Implement Innovations		
Specify metrics to measure possible change associated with the pilot of innovation. (Worksheet #11)		
Consider impact of job structures innovation on other Levers for Change. (Worksheet #12)		
Implement pilot.		
Monitor implementation process.		
Convene meeting to consider possible implications for the equity of other employment systems.		
Communicate outcomes associated with pilot. (Worksheet #13)		

👉 Go to Step 1 of the Job Structures System Toolkit: Take the Audit.

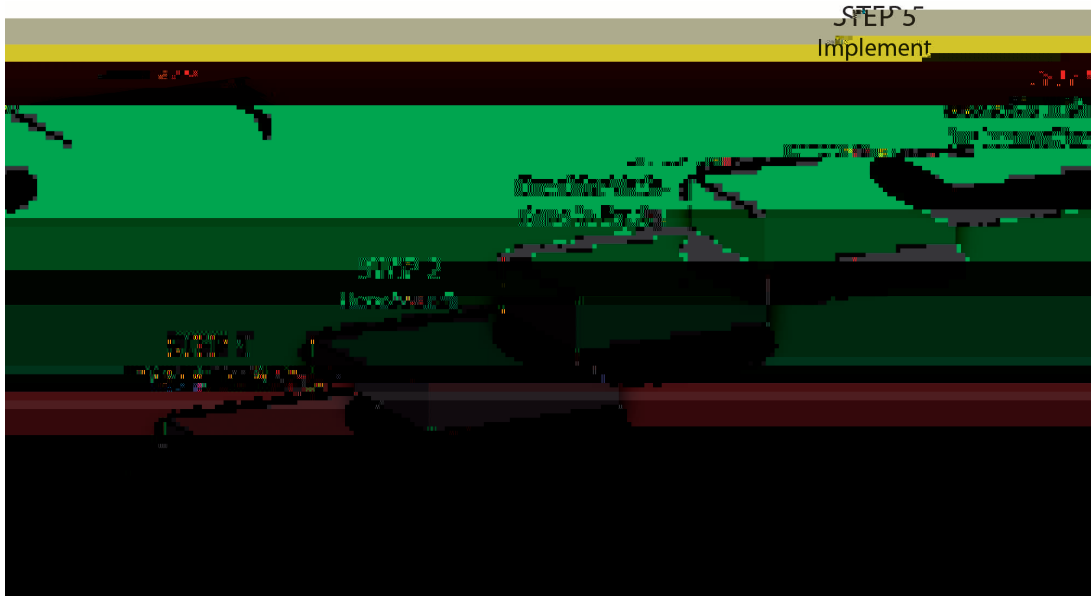


Figure 3: Step 1 of the Job Structures System Toolkit