

# INCREASING EQ I A HE ORKPLACE

EMPLOYEE RESOURCES AND SUPPORTS  
SYSTEM TOOLKIT



OPERIE :  
EMPLO MEN S S EMS AND  
LE ERS FOR CHANGE



Developed by

Marcie Pitt-Catsoupes, PhD

Samuel L. Bradley, Jr., DSW

Kathleen Christensen, PhD

Work Equity

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<https://www.cswsolutions.com/>

Questions?

Please contact [info@csolutions.com](mailto:info@csolutions.com)

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# Introduction to Our Approach: Employment Systems and Levers for Change

S  
A  
R  
E

W, E, C, ...

A, F, 1, 10, ...  
T, ... **Employee Resources and Supports System.**


- Employee Resources and Supports System
- ...
- ... (e.g., PRIDE, BYC, W, D).

W, ...  
W, ... **Levers for Change.** (S, F, 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 Employee Resources and Supports System.*


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




**P**  
 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.




**P**      **E**  
 Planning, data collection and interpretation of information related to the equity of employment systems, such as conducting "audits" of compensation.




**A**      **R**  
**A**  
 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.



**C**  
 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.



**C**  
 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.



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

# Steps of Your Employee Resources and Supports System Equity Initiative

Tools: Employee Resources and Supports System Equity Toolkit (Step 1: Take Action), Step 2: Brainstorm, Step 3: Create Values, Step 4: Gather Information, Step 5: Implement

S  
T  
E  
P  
S

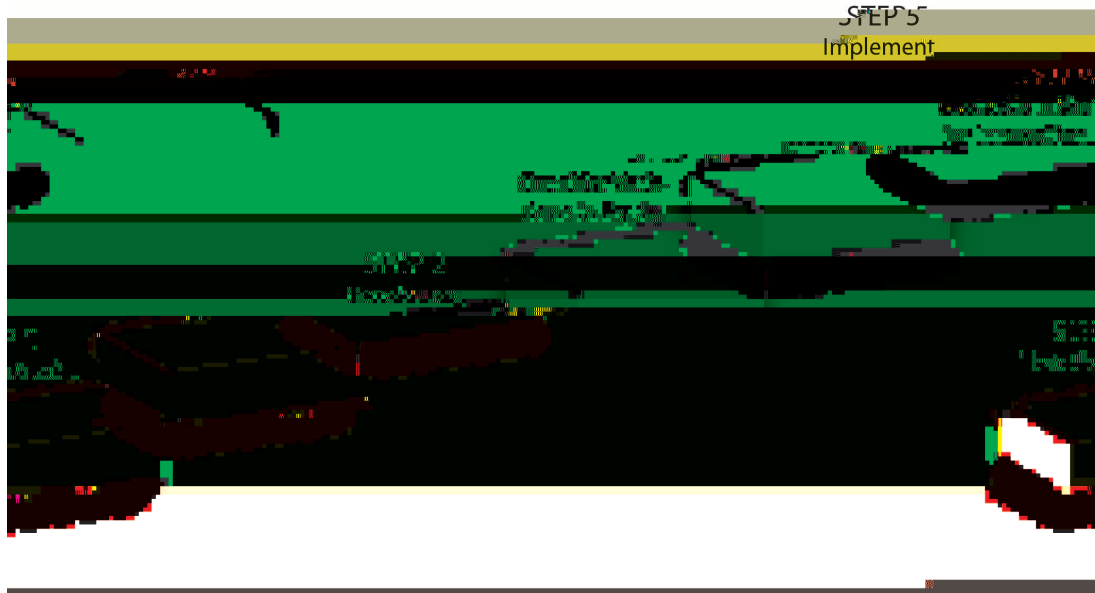


Figure 2: Steps in the Employee Resources and Supports System Toolkit

- Employee Resources and Supports System Equity Toolkit (Step 1: Take Action),
- gathering information (Step 4: Gather Information),
  - identifying root causes (Step 2: Brainstorm),
  - gaining deeper understanding (Step 3: Create Values),
  - brainstorming and refining ideas (Step 4: Gather Information),
  - pilot testing (Step 5: Implement).

## Roles and Responsibilities for Your Equity Assessment

Leadership and staff are responsible for the success of the Equity Assessment. The following roles and responsibilities are outlined below:

1. Leadership: Executive Sponsor, Employee Resources and Supports System Equity Toolkit (Step 1: Take Action),
2. Staff: Employee Resources and Supports System Equity Toolkit (Step 1: Take Action),

Human Resources (HR) is responsible for (1) providing support and resources for the DEI initiative and (2) ensuring that the Equity Assessment is completed successfully. The Equity Assessment is a critical component of the DEI initiative.



Y

- **Leader(s) of Your Employee Resources and Supports System Equity Initiative:** Top Executive(s)
  - (1) /
  - (2) (
  - (3) T
  - (4) E
- **Members of Your Equity Initiative Committee:** Top Executive(s)
  - (1) D-E
  - (2) E
  - (3) T
  - (4) E
- **Stakeholders in Your Equity Initiative:** Top Executive(s)
  - (1) /
  - (2) E
  - (3) F
  - (4) E
- **Top Managers at Your Organization:** Top Executive(s)
  - (1) E
  - (2) R
  - (3) S
  - (4) E

### The Process

O

D

T

T

Go to next page for Worksheet #1

## Employee Resources and Supports System Toolkit Worksheet #1

### Sample Workplan for Completing Tasks for the Employee Resources and Supports System Toolkit

S  
a  
d  
s  
R  
E



S /	P / I / R	D C
<b>F E R S S -</b> <b>E I C</b>		
Prepare a letter/email inviting employees to join the Employee Resources and Supports System Equity Initiative.		
Confirm the membership of the Employee Resources and Supports System Equity Initiative Committee.		
<b>S 1: A</b>		
Distribute questions to people who will take survey. (Worksheet #2)		
Aggregate the responses. (Worksheet #3)		
<b>S 2: B</b>		
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.		
<b>S 3: C E</b>		
Convene a meeting of the Equity Initiative Committee to discuss Worksheet #6.		
<b>S 4: G I I</b>		
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 Employee Resources and Supports System. (Worksheet #8)		
Consider ideas for employee resources and supports practice innovations. (Worksheet #9)		
Prioritize ideas for innovation in the Employee Resources and Supports System. (Worksheet #10)		
<b>S 5: I I</b>		
Specify metrics to measure possible change associated with the pilot of innovation. (Worksheet #11)		
Consider impact of employee resources and supports 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 Employee Resources and Supports System Toolkit: Take the Audit.

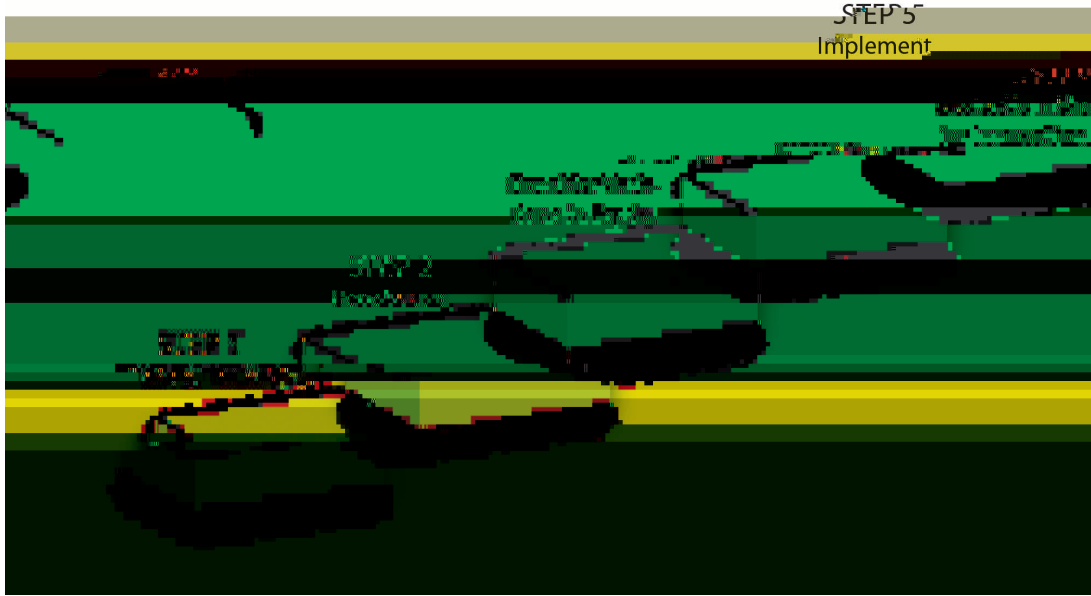


Figure 3: Step 1 of the Employee Resources and Supports System Toolkit