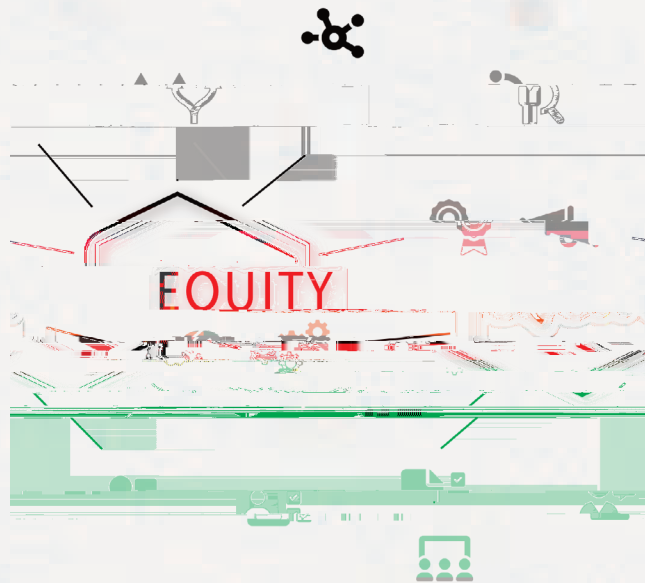


INCREASING EQUITY AT THE WORKPLACE

B

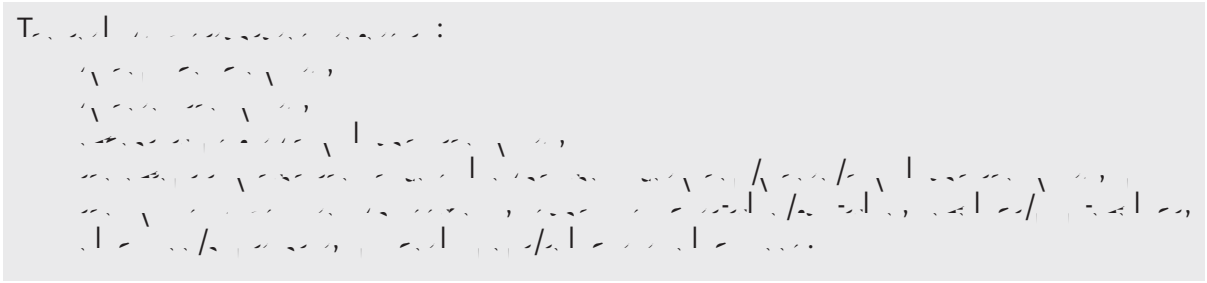


OVERVIEW:
EMPLOYMENT SYSTEMS AND
LEVERS FOR CHANGE

Introduction to Our Approach: Employment Systems and Levers for Change

Work Equity Audit Toolkit (WEAT) is a comprehensive, evidence-based, and user-friendly tool designed to help organizations assess and improve their employment systems and practices. It is a critical component of the Job Structures System.

As part of the Job Structures System, WEAT is designed to help organizations identify and address inequities in their employment systems. The tool is designed to be used by a diverse range of stakeholders, including HR professionals, managers, and employees.



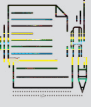
WEAT is designed to be used by a diverse range of stakeholders, including HR professionals, managers, and employees. WEAT is designed to be used by a diverse range of stakeholders. (See Figure 1.)




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.

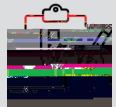
Work Equity Audit Toolkits: Job Structures System




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 Toolkits: Job Structures System | Section 1 | Section 2 | Section 3 | 4 | Section 5

Steps of Your Job Structures System Equity Initiative

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

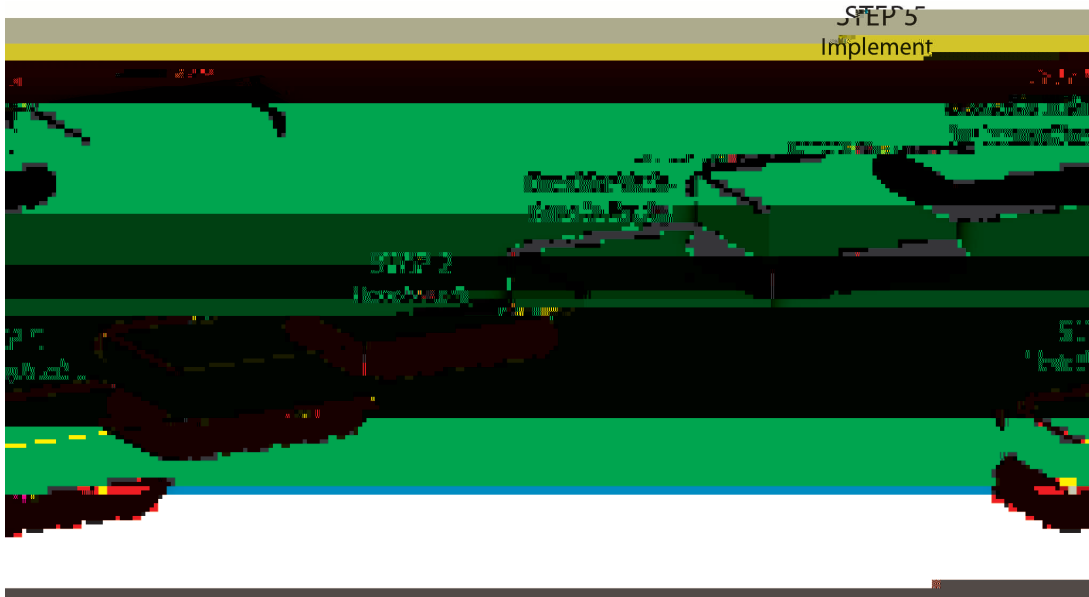


Figure 2: Steps in the Job Structures System Toolkit

Each step in the Toolkit includes the following activities:

- Take an Equity Assessment (Step 1: Take an Assessment),
- Build a Plan (Step 2: Build a Plan),
- Communicate Vision (Step 3: Communicate Vision/Equity),
- Gather Information (Step 4: Gather Information),
- Implement (Step 5: Implement/Implement).

Roles and Responsibilities for Your Equity Assessment

Below are the roles and responsibilities for each step in the Toolkit:

1. **Take an Equity Assessment (Step 1: Take an Assessment)**, including:
 - Take an Equity Assessment
 - Communicate Vision
2. **Build a Plan (Step 2: Build a Plan)**, including:
 - Build a Plan
 - Communicate Vision

Having a DEI committee (or a DEI working group) is a great way to ensure that your equity assessment is successful. The Toolkit includes a DEI working group charter to help you get started.

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.

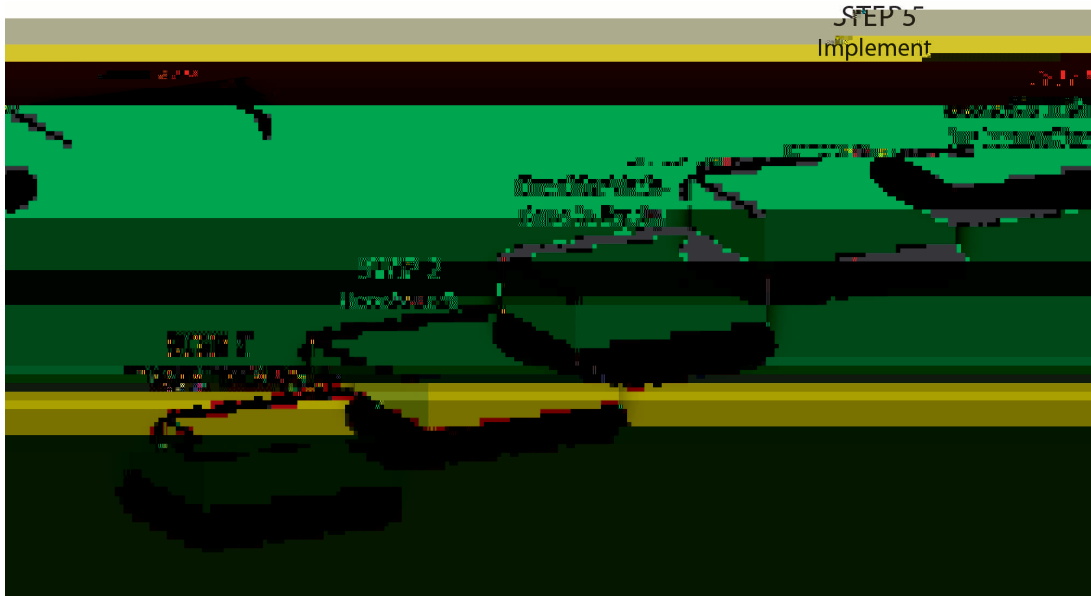


Figure 3: Step 1 of the Job Structures System Toolkit