

INCREASING EQUITY AT THE WORKPLACE



**STEP 4:
GENERATE IDEAS FOR
INNOVATION**



Authors

Marcie Pitt-Catsoupes, PhD
Samuel L. Bradley, Jr., DSW
Kathleen Christensen, PhD

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4.0 Introduction

The purpose of Step 4 is to generate ideas for innovation that will address the identified equity issues.

1. The first step is to identify the equity issues that are most pressing to your organization. This can be done through a variety of methods, including surveys, focus groups, and interviews.

2. The second step is to generate ideas for innovation that will address the identified equity issues. This can be done through a variety of methods, including brainstorming, Delphi, and nominal group technique.



Figure 10: Step 4 of the Employee Performance Assessment and Feedback System Toolkit

4.1 Roles and Responsibilities

The roles and responsibilities of the various stakeholders involved in the process of generating ideas for innovation are as follows:

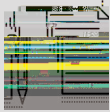



1. The primary responsibility of the organization's leadership is to create a supportive environment for innovation and to provide the necessary resources and encouragement.

2. The responsibility of the employees is to identify equity issues and to generate ideas for innovation that will address these issues.




3. The responsibility of the external stakeholders is to provide support and resources to the organization and to help it to implement its ideas for innovation.

Employee Performance Assessment and Feedback System Toolkit Worksheet #7

Ranking the Scores for the Levers for Change in the Employee Performance Assessment and Feedback System

	<p><u>Column A:</u> What was your organization's score for each lever for change? (from Worksheet 3)</p> <p>Put these scores in the open boxes below.</p>	<p><u>Column B:</u> How strong is each lever for change? Rank order them for weakest to strongest.</p> <p>1 = weakest lever (lowest mean score) 7 = strongest lever (highest mean score)</p>
 <p>Policy Lever for Change</p>		
<p>1. To what extent does your organization have written policies which ensure that the assessment of employees' performance is fair?</p>		
 <p>Practice Lever for Change</p>		
<p>2. To what extent are employees in your organization able to question the content of a performance assessment which they perceive as being unfair?</p>		
 <p>Planning and Evaluation Lever for Change</p>		
<p>3. To what extent does your organization routinely audit the fairness of the Performance Assessment System?</p>		
 <p>Assignment of Roles and Accountabilities Lever for Change</p>		
<p>4. To what extent does your organization hold one or more employees (e.g., supervisors; Director of DEI, etc.) accountable for monitoring the fairness of employee performance assessment?</p>		
<p>T</p>		

Worksheet #7 (continued)

	<u>Column A:</u> What was your organization's score for each lever for change? (from Worksheet 3) Put these scores in the open boxes below.	<u>Column B:</u> How strong is each lever for change? Rank order them for weakest to strongest. 1 = weakest lever (lowest mean score) 7 = strongest lever (highest mean score)
 Workplace Culture Lever for Change		
5. To what extent do the actions of your organizational leaders indicate that they believe that there is connection between the organization's DEI initiatives and the fairness of employee performance assessment?		
 Workplace Climate Lever for Change		
6. To what extent does your organization set expectations that managers and supervisors will respect the unique experiences and competencies of employees from diverse backgrounds when conducting employee performance assessments?		
 Communication Lever for Change		
7. To what extent does your organization provide employees with equitable access to information about the process of employee performance assessments?		



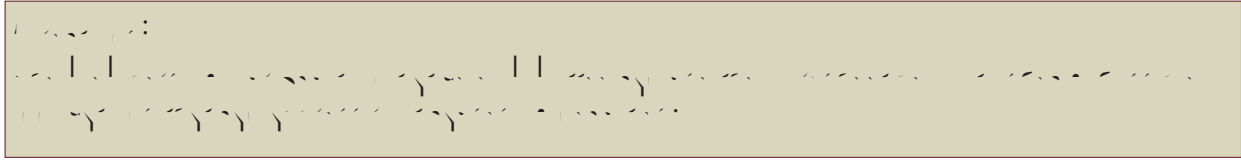
Employee Performance Assessment and Feedback System

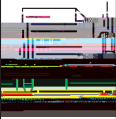






Employee Performance Assessment and Feedback System

Employee Performance Assessment and Feedback System

Task 2: Highlight Ideas for Innovation in the Employee Performance Assessment and Feedback System

Employee Performance Assessment and Feedback System Toolkit Worksheet #8



	Levers for Change	Your Ideas for Innovation	Organizational "Stakeholders" (including decision makers) in this Innovation
	Employee Performance Assessment and Feedback Policies		
	Employee Performance Assessment and Feedback Practices	<p>Please Note: Task 3, below, elaborates on practice innovations because they can have a "multiplier effect," opening the doors for changes in other parts of the Employee Performance Assessment and Feedback System.</p> <p>You might want to save your ideas for Practice Innovation until you have</p>	
	Planning and Assessment (e.g., data collection) Related to Employee Performance Assessment and Feedback		
	Assignment of Roles and Accountabilities for the Equity of Employee Performance Assessment and Feedback		
	Workplace Culture Related to Employee Performance Assessment and Feedback		
	Workplace Climate of Inclusion Related to Employee Performance Assessment and Feedback		
	Communication Related to Employee Performance Assessment and Feedback		

Section 2: Employee Performance Assessment and Feedback Practice Innovations

Task 3: Consider Ideas for Practice Innovation in Employee Performance Assessment and Feedback

Design thinking is a process that can help your Equity Initiative Committee to move from insight to action by brainstorming ideas for your organization to pilot. You can leverage design thinking to create customized equity solutions for your organization.





Employee Performance Assessment and Feedback System Toolkit Worksheet #9

Options for Practice Innovation

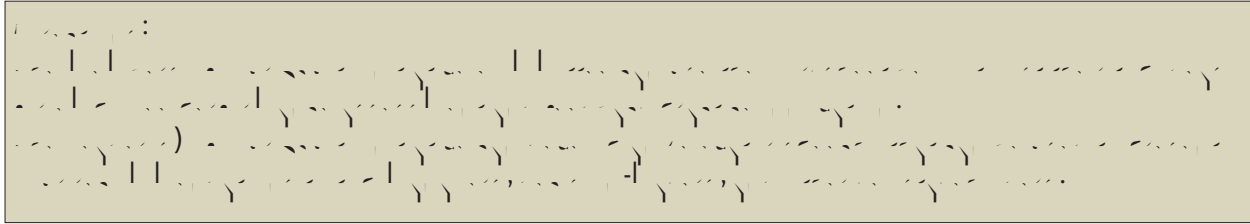
	Is this option available? Yes or No	If this option is not available, could it be adopted by your organization? Yes or No	If this option is available to some but not all employees, could it be offered to groups of employees who currently cannot access this option? Specify which employee groups.
FEEDBACK			
Does your organization provide resources/training to supervisors so that they can provide feedback to employees with diverse backgrounds in a respectful manner?			
As part of their feedback to employees, do supervisors discuss performance in behavioral terms (for example, what performance behaviors were observed)?			
Do supervisors provide feedback to employees about performance strengths as well as weaknesses at regular intervals so that employees have opportunities to address concerns before the annual review?			
During supervisory meetings, do supervisors and employees engage in a conversation about steps that could be taken to address performance weaknesses?			
After feedback sessions, do supervisors and employees discuss how conversations about performance "have gone", making it possible to improve the conversations in the future (for example, conducting 360° feedback)			

Worksheet #9 (continued)

	Is this option available? Yes or No	If this option is not available, could it be adopted by your organization? Yes or No	If this option is available to some but not all employees, could it be offered to groups of employees who currently cannot access this option? Specify which employee groups.
PERFORMANCE ASSESSMENT			
Does your organization provide resources/training to employees with diverse backgrounds so that they can actively engage in conversations about their work performance?			
Do employees periodically provide information about the organization's process for performance assessment (for example, as part of the orientation for new employees)?			
Do supervisors share performance expectations with employees when annual workplans are prepared?			
Do supervisors and employees discuss whether the goals for employees' performance are realistic and achievable, as well as fair?			
When setting annual performance goals and objective, do supervisors and employees discuss factors that might affect employee performance (for example, workload, availability of training, etc.)?			
Do supervisors and employees agree on annual performance objectives that are measurable (that is, output/deliverables and target dates are specified for all objectives)?			
During annual performance review meetings, do supervisors connect employees performance goals and objectives to the organization's strategic priorities?			
During annual performance meetings, do supervisors and employees engage in a conversation about steps that could be taken to address performance weaknesses?			
Do supervisors provide employees with written copies of their annual performance assessments?			



Task 4: Prioritize Your Ideas for Employee Performance Assessment and Feedback Practice Innovation



Employee Performance Assessment and Feedback System Toolkit Worksheet #10 Your Ideas for Employee Performance Assessment and Feedback Practice Innovation

Employee Performance Assessment and Feedback Practice Innovation Idea #	Description of Idea
# 1: <i>Implement a 360-degree feedback system for all employees.</i>	<ul style="list-style-type: none"> • Purpose (Goals/Objectives) Draft Statement _____ • Expected (Measurable) Outcomes Draft Statement _____ • Pre-implementation Preparation (e.g., informational materials, training, etc.) Draft Statement _____ • Announcement/Enrollment Draft Statement _____ • Steps 1, 2, 3, etc. of Implementation Draft Statement _____ • Estimates of Time and Resources Needed for Implementation Draft Statement _____
# 2: <i>Implement a peer review system for all employees.</i>	<ul style="list-style-type: none"> • Purpose (Goals/Objectives) Draft Statement _____ • Expected (Measurable) Outcomes Draft Statement _____ • Pre-implementation Preparation (e.g., informational materials, training, etc.) Draft Statement _____ • Announcement/Enrollment Draft Statement _____ • Steps 1, 2, 3, etc. of Implementation Draft Statement _____ • Estimates of Time and Resources Needed for Implementation Draft Statement _____
Total _____	

Employee Performance Assessment and Feedback System Toolkit Worksheet #10 (continued)

Employee Performance System	Implementation Strategy
<p># 3: ...</p>	<ul style="list-style-type: none"> • Purpose (Goals/Objectives) Draft Statement _____ • Expected (Measurable) Outcomes Draft Statement _____ • Pre-implementation Preparation (e.g., informational materials, training, etc.) Draft Statement _____ • Announcement/Enrollment Draft Statement _____ • Steps 1, 2, 3, etc. of Implementation Draft Statement _____ • Estimates of Time and Resources Needed for Implementation Draft Statement _____

Task 5: Present Idea(s) to Leaders, Decision-Makers, and Other Stakeholders

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Go to Step 5 of the Employee Performance Assessment and Feedback System Toolkit: Implement Pilot of Innovations



Figure 11: Step 5 of the Employee Performance Assessment and Feedback System Toolkit