

# INCREASING EQ I A HE ORKPLACE

EMPLOYEE RESOURCES AND SUPPORTS  
SYSTEM TOOLKIT



OPERIE :  
EMPLOYEES' RESOURCES AND  
LEADERS FOR CHANGE





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

S  
A  
R  
E

Work Equity Audit Toolkit | Overview

Introduction to Our Approach: Employment Systems and Levers for Change

- Employment Systems and Levers for Change
- The Employee Resources and Supports System (ERSS) is the foundation of our approach. It includes policies, practices, and procedures that affect the work experience of all employees. (See Figure 1.)

Work Equity Audit Toolkit | Overview

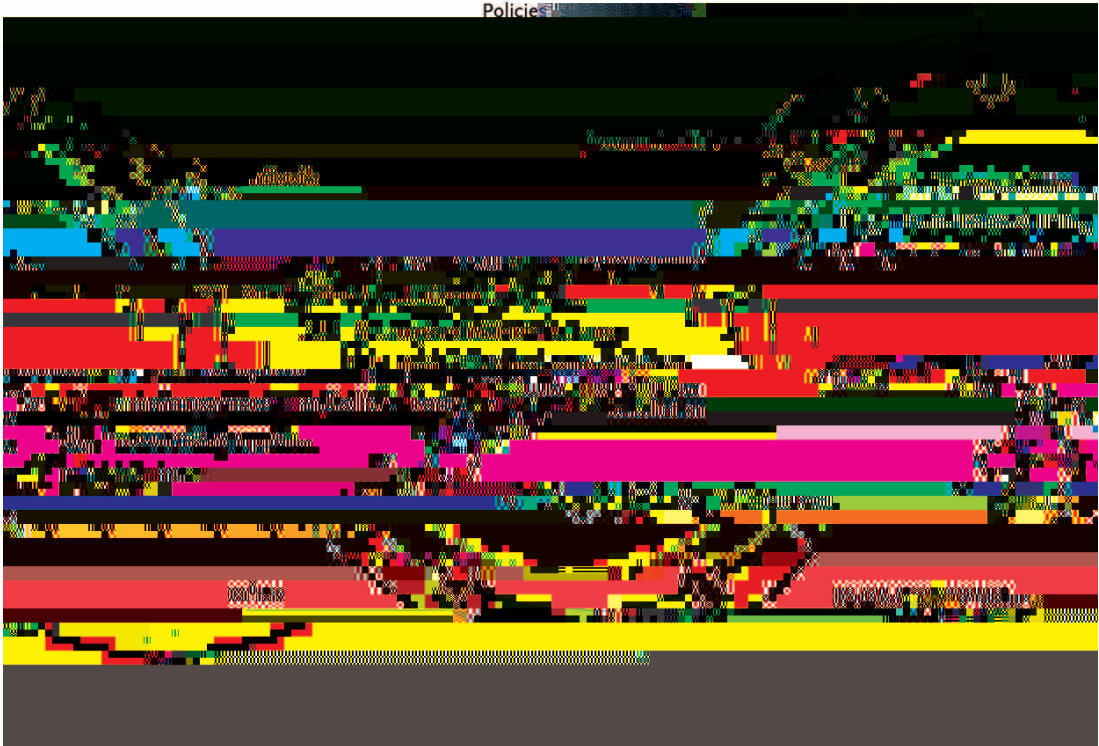
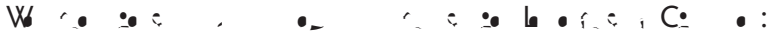




Figure 1: Employment Systems and Levers for Change


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 (S.F. 2.)

S  
T  
E  
P  
S

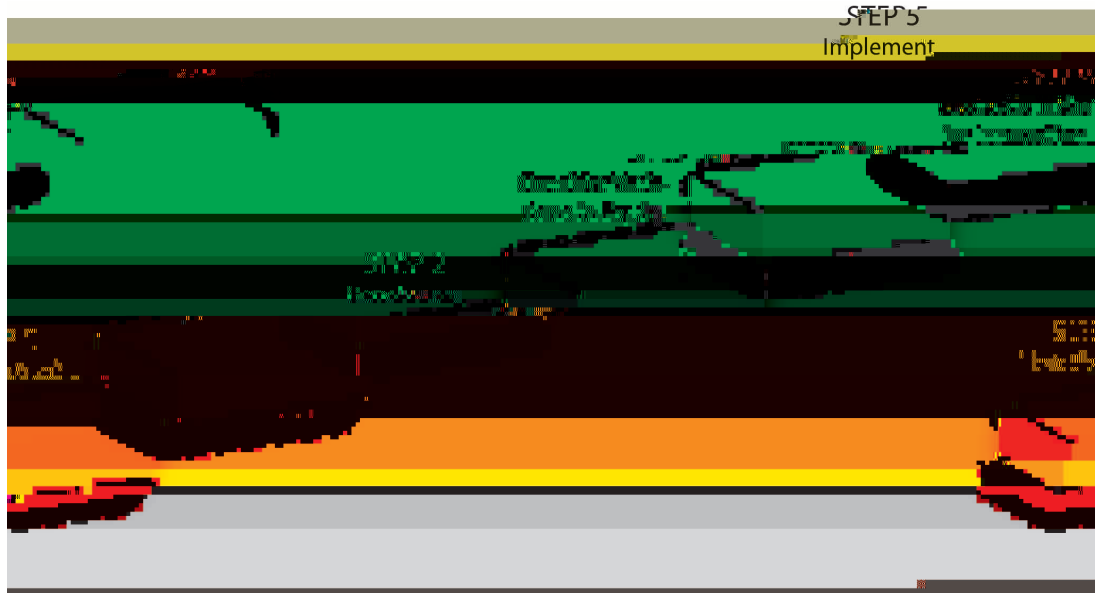


Figure 2: Steps in the Employee Resources and Supports System Toolkit

- Employee Resources and Supports System Equity Toolkit (S.F. 2.)
- gathering information (S.F. 1: Tools & A...),
  - identifying root causes (S.F. 2: Brainstorming),
  - developing a deeper understanding (S.F. 3: Creating Vision & E...),
  - brainstorming and refining ideas (S.F. 4: Getting Leadership Buy-in),
  - pilot testing (S.F. 5: Implementing).

## Roles and Responsibilities for Your Equity Assessment

The following roles and responsibilities are essential for a successful equity assessment:

1. **Employee Resources and Supports System Equity Toolkit (S.F. 2.)**
2. **Employee Resources and Supports System Equity Toolkit (S.F. 2.)**

Human Resources (HR) (S.F. 2.) and DEI (S.F. 2.) are key stakeholders in this process. The Toolkit (S.F. 2.) provides the necessary resources and supports for the initiative.



Y

- **Leader(s) of Your Employee Resources and Supports System Equity Initiative:** T...  
 (1) ...  
 (2) ...  
 (3) ...  
 (4) ...
- **Members of Your Equity Initiative Committee:** T...  
 ...  
 ...
- **Stakeholders in Your Equity Initiative:** T...  
 ...  
 ...
- **Top Managers at Your Organization:** I ...  
 ...

### The Process

O

D...  
 T... #1 (...)  
 ...  
 ...

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

Step /	Priority /	Duration
<b>Phase 1: A</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>Step 1: A</b>		
Distribute questions to people who will take survey. (Worksheet #2)		
Aggregate the responses. (Worksheet #3)		
<b>Step 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>Step 3: C</b>		
Convene a meeting of the Equity Initiative Committee to discuss Worksheet #6.		
<b>Step 4: G</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>Step 5: 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.

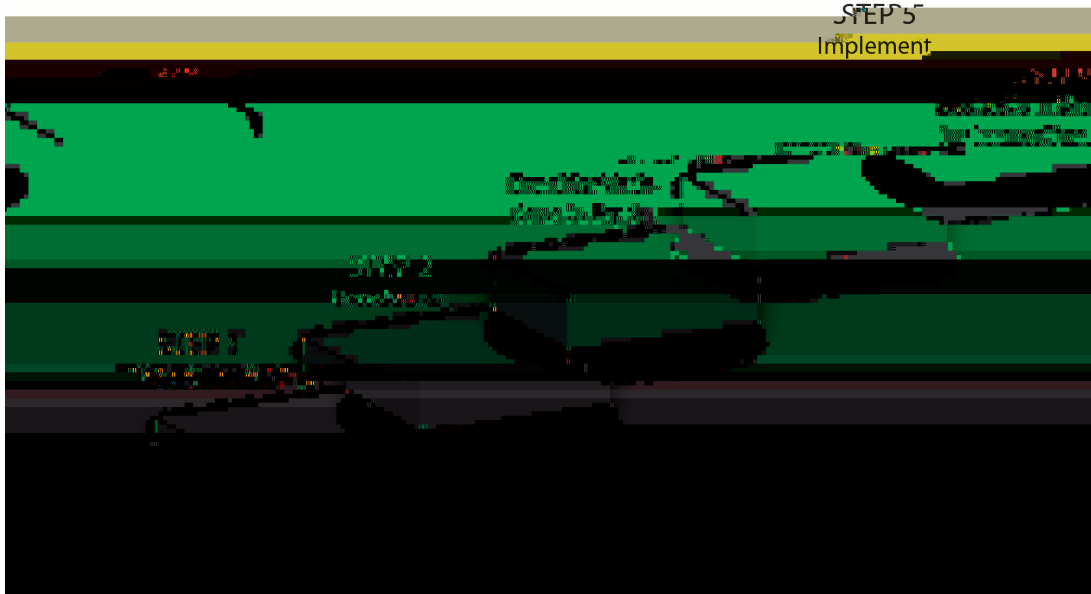


Figure 3: Step 1 of the Employee Resources and Supports System Toolkit