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EMPLOYEE RESOURCES AND SUPPORTS SYSTEM TOOLKIT



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4.0 Introduction

We have organized Step 4 of the Toolkit for the Employee Resources and Supports System into two sections.

S ____ **1:** The tasks in this section will help your organization generate ideas for innovations that can strengthen the equity of your overall Employee Resources and Supports System, using the seven Levers for Change.

S ____ **2:** Recognizing that innovations in employee resources and supports practices – one of the Levers for Change – can be catalysts for deep change in the equity of the Employee Resources and Supports System, your organization will focus particular attention on employee resources and supports in Section 2.



Figure 10: Step 4 of the Employee Resources and Supports System Toolkit

4.1 Roles and Responsibilities

The process of design thinking values the diverse perspectives which can emerge from group conversations and debates. (See "Overview of the Employee Resources and Supports System Toolkit.")

In consultation with your Equity Initiative Committee, the Leader(s) of your Equity Initiative should decide how to best engage di erent groups of employees in discussions about innovations that can strengthen the equity of your organization's Employee Resources and Supports System.

O .__ **1:** Your organization could invite the members of your DEI Committee to participate in one (or more) brainstorming activity.

O ____ **2:** You might convene discussion groups (for example, brown bag lunches, focus groups, etc.) with employees who are a liated with speci c demographic and social identity groups to discuss innovations in your Employee Resources and Supports System that could address some of their priorities and preferences.

O .___ **3:** Your Equity Initiative Leader(s) could create a "suggestion box" to invite ideas from employees throughout the organization.

4.2 Step 4 Tasks (Section 1 and Section 2)

Section 1: Tasks to Assess the Equity of Your Employee Resources and Supports System

As noted in the Overview of this Toolkit, Work Equity recognizes that your organization has at its disposal seven mechanisms that have the potential to address some of the root causes of inequities embedded in your organization's employment systems. We refer to these mechanisms as Levers for Change. (Please see the "Overview of the Employee Resources and Supports System Toolkit" for the discussion of the Levers for Change.)

Each of the nine questions in the audit of the Employee Resources and Supports System (Step 1) addresses one of the seven Levers for Change:

- 1. Policies (Question #1)
- 2. Practices (Question #2)
- 3. Planning/Evaluation (Question #3)
- 4. Assignment of Roles and Accountabilities (Question #4)
- 5. Workplace Culture (Question #5)
- 6. Workplace Climate (Question #6 and #7)
- 7. Communication (Question #8)

Directions:

The Leader(s) of your Equity Initiative should put the average scores of your organization's responses to the Audit questions for employee resources and supports that you calculated in Step 1.

First, in Worksheet #7 (next page) enter the scores into Column A for each of the Levers for Change (that is, the scores for each of the items computed for Worksheet #3). Then complete Column B, ranking each of the Levers for Change by comparing the scores for each Lever.

Continue to next page

Employee Resources and Supports System Toolkit Worksheet #7 Ranking the Scores for the Levers for Change in the Employee Resources and Supports System

	Column A: What was your organization's score for each lever for change? T	<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)
P, L ,		
1. To what extent does your organization have written policies which ensure that employee access to resources and supports is fair?		
P L L T, C L		
2. To what extent does your organization have a range of resources and programs that can support the needs of diverse employees?		
P.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
3. To what extent does your organization audit the fairness of employees' access to resources and supports?		
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 access to resources and supports?		
Worksheet continued	on the next page	

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Worksheet #7 (continued)

	Column A: What was your organization's score for each lever for change? T, , , , , , , , , , , , , , , , , , ,	<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)
5. To what extent do the actions of your organizational leaders indicate that they believe that there is a connection between the organization's DEI initiatives and employee resources and supports?		
6. To what extent does your organization support employee participation in programs such as networks/a nity groups/employee resource groups?		
7. To what extent does your organization recognize that di erent resources and supports may be sought/needed by di erent groups of employees?		
A L A Use the average of questions 6 and 7 when you rank the Levers for Change in Column B.		
8. To what extent does your organization provide employees with equitable access to information about resources and supports available at the workplace?		

The members of your Equity Initiative Committee can consider the rankings of the Levers for Change in your Employee Resources and Supports System and identify opportunities to build on those that are already ._____. Summarize the observations below.

The members of your Equity Initiative Committee can identify ways to strength those Levers for Change that are currently **a** (that is, those that are **a** . . .). Summarize the observations below.

Continue to next page

Employee Resources and Supports System Toolkit Worksheet #8 Your Ideas for Innovation in Levers for Change in the Employee Resources and Supports System

Directions:

The members of your Equity Initiative Committee can use the worksheet below to specify possible innovations that can address root causes of inequities.

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

Section 2: Employee Resources and Supports Practice Innovations

Directions:

Your organization may want to adopt a design thinking process to imagine possible innovations in employee resources and supports.

The members of your Equity Initiative Committee can use Worksheet #9 (next page) to guide conversations about selected best practices innovations.

Continue to next page

Employee Resources and Supports 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 o ered to groups of employees who currently cannot access this option?
, ELEC ED, ELLNE, , P. AC ICE,			
Does your organization bring preventative health care to the workplace (for example, blood pressure screenings, vaccinations, eye exams, etc.)			
Does your organization o er tness options at/near the workplace (for example, yoga classes)?			
Does your organization incorporate a "wellness culture" into the rhythms of everyday life at the workplace (for example, by encouraging short "walking breaks" every hour)?			
Does your organization o er nancial incentives for healthy living (for example, partial/full reimbursement for health club memberships)?			
ELEC ED EMPLO EE A., I. ANCE P. OG. AM. EAP) P. AC ICE.			
Do employees have access to mental health and addiction supports through an EAP service?			
Do employees family member have access to mental health and additional supports through an EAP program?			
Have EAP programs adopted con dentiality practices?			
$\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ $			
Does your organization provide access to information and referral related to caregiving (e.g., preschool child care, afterschool care, summer camps, elder care, care for special needs family members, etc.)			
Does your organization o er seminars or discussion groups for supervisors about work/life issues?			
Does your organization provide appropriate spaces for women who are breastfeeding?			
Does your organization gather information about the extent of employee stress related to their work-life experiences?			
Worksheet continues on ne	ext page		

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 o ered to groups of employees who currently cannot access this option?
LELEC ED P_ AC ICE, CELEB_ A ING DI E_ I			
Does your organization periodically invite employees to suggest events that they identify as important to them?			
Does your organization engage employees with diverse demographic and social identities in the planning of DEI events at the workplace?			
Are events sponsored by your organization accessible to all employees, regardless of abilities/disabilities?			
Does your organization use diversity-related calendar events (for example, MLK Day) to recognize the importance of Diversity-Equity-Inclusion at the workplace?			
Can your employees request that an employee resource group (ERG) be established that would focus on issues relevant to demographic identities, social identities, and shared experiences (for example, part-time employees)?			
Can all employees join an employee resource group (ERG) without concerns about negative reactions either from supervisors or co-workers?			
Does your organization gather suggestions from employees about ways to improve diversity events?			
FINANCIAL ELLNE,			
Does your organization provide resources/training to employees who want to strengthen their nancial wellness?			

Directions:

The members of your Equity Initiative Committee can use the worksheet below to list their top ideas for employee resources and supports practice innovation.

The Leader(s) of your Equity Initiative can develop an "elevator speech" that can be used to present your recommendations to top managers, decision-makers, and other key stakeholders.

Employee Resources and Supports System Toolkit Worksheet #10 Your Ideas for Employee Resources and Supports Practice Innovation

Ideas for Possible Innovation	Implementation Factors	
Idea # 1: Summary of Key Components	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	
Idea # 2: Summary of Key Components	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	
Worksheet continued on next page		

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Ideas for Possible Innovation	Implementation Factors
Idea # 3: Summary of Key Components	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

Employee Resources and Supports System Toolkit Worksheet #10 (continued)

Share your ideas for innovation with people/groups that might be stakeholders and decision-makers employee resources and supports, as well as people who will determine whether the innovation can be pilot tested.

Go to Step 5 of the Employee Resources and Supports System Toolkit: Implement Pilot of Innovations

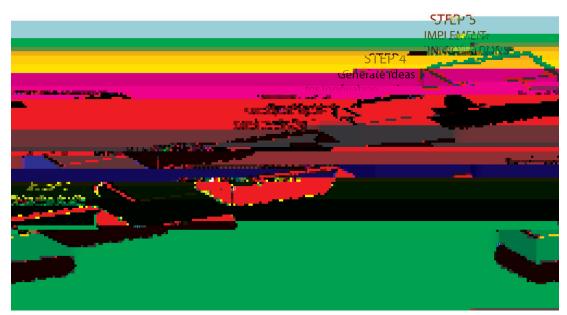


Figure 11: Step 5 of the Employee Resources and Supports System Toolkit