

# INCREASING EQUITY AT THE WORKPLACE



OVERVIEW:  
EMPLOYMENT SYSTEMS AND  
LEVERS FOR CHANGE



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

Work Equity Audit Toolkit | Chapter 1: Introduction to Our Approach: Employment Systems and Levers for Change

Abstract: This report provides an overview of the Work Equity Audit Toolkit, a comprehensive framework for assessing and improving organizational equity. The toolkit is designed to help organizations identify and address systemic barriers to equity across various dimensions of the work environment.

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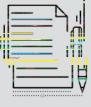
Work Equity Audit Toolkit | Chapter 1: Introduction to Our Approach: Employment Systems and Levers for Change




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 | Section 4 | Section 5

## Steps of Your Job Structures System Equity Initiative

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

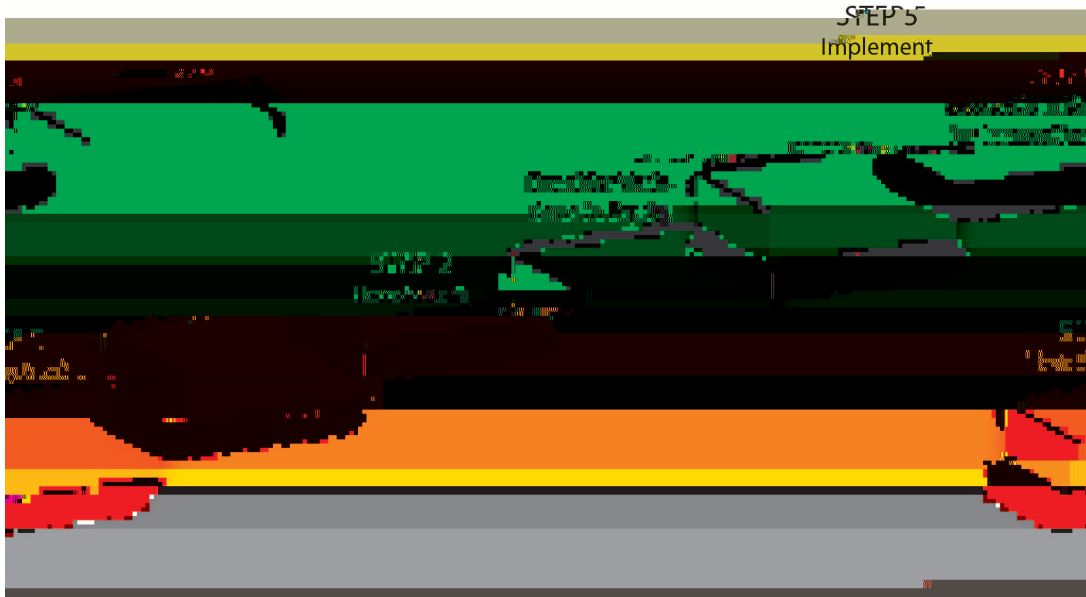


Figure 2: Steps in the Job Structures System Toolkit

Each step in the Job Structures System Equity Toolkit consists of the following steps:

- take an inventory of your current system (Step 1: Take an Inventory of Your Current System),
- build a vision of your desired system (Step 2: Build a Vision of Your Desired System),
- create a vision of your desired system (Step 3: Create a Vision of Your Desired System),
- gather information and data (Step 4: Gather Information and Data),
- implement the system (Step 5: Implement the System).

## Roles and Responsibilities for Your Equity Assessment

Below are the roles and responsibilities for each step in the Job Structures System Equity Toolkit:

1. **Take an Inventory of Your Current System (Step 1: Take an Inventory of Your Current System):** This step involves gathering information about the current system, including job descriptions, compensation, and benefits. The role of the equity assessment team is to identify areas of inequity and gather data to support the assessment.
2. **Build a Vision of Your Desired System (Step 2: Build a Vision of Your Desired System):** This step involves developing a vision of the desired system, including job descriptions, compensation, and benefits. The role of the equity assessment team is to facilitate the development of a vision that is equitable and sustainable.

Having a clear vision of the desired system is essential for developing an equitable and sustainable system. The equity assessment team should facilitate the development of a vision that is equitable and sustainable. This involves gathering input from all stakeholders and developing a vision that reflects the needs and interests of all employees.



## 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
<b>Form the Job Structures System Equity Initiative Committee</b>		
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.		
<b>Step 1: Take the Audit</b>		
Distribute questions to people who will take survey. (Worksheet #2)		
Aggregate the responses. (Worksheet #3)		
<b>Step 2: Benchmark</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: Consider Variations in Equity</b>		
Convene a meeting of the Equity Initiative Committee to discuss Worksheet #6.		
<b>Step 4: Generate Ideas for Innovation</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 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)		
<b>Step 5: Implement Innovations</b>		
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.

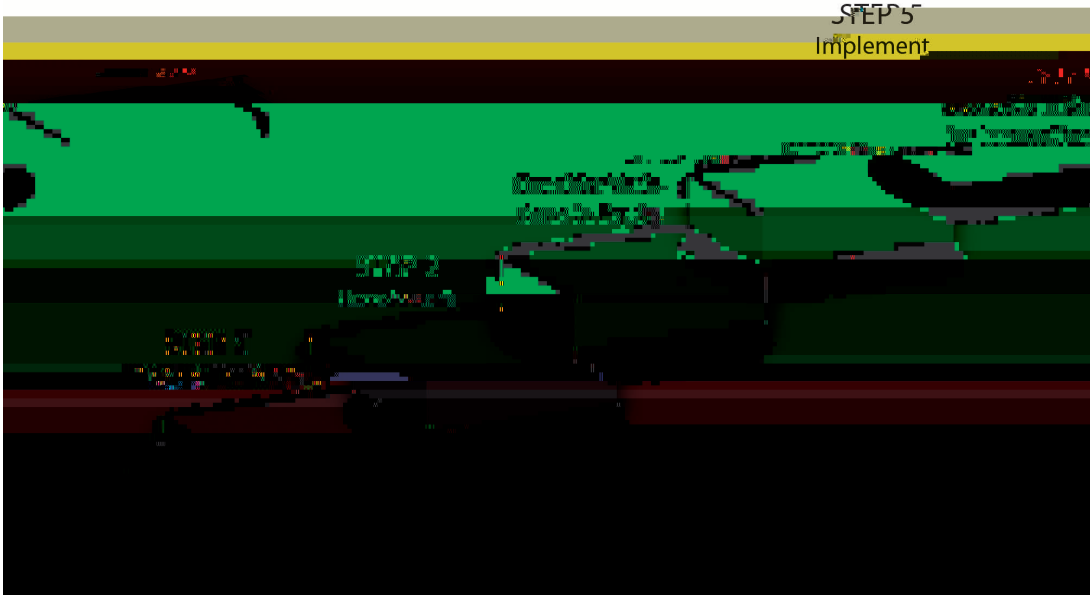


Figure 3: Step 1 of the Job Structures System Toolkit