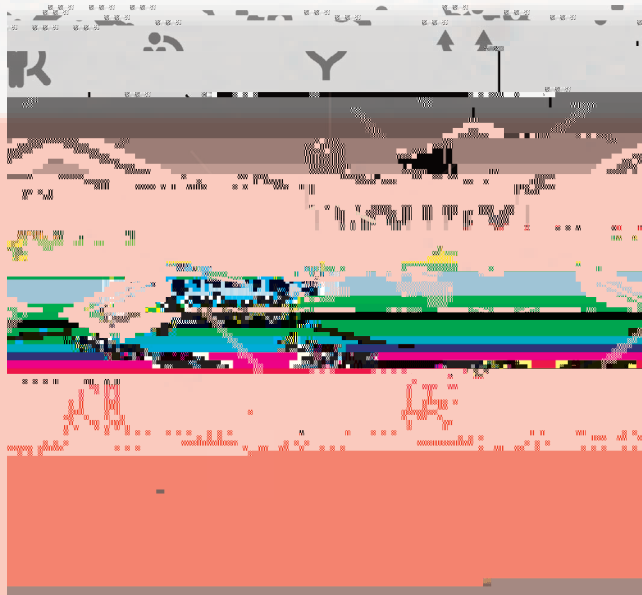


INCREASING EQUITY AT THE WORKPLACE

PROMOTION SYSTEM TOOLKIT



STEP :
GENERATE IDEAS FOR
INNOVATION



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4.0 Introduction

Section 1:

Section 2:

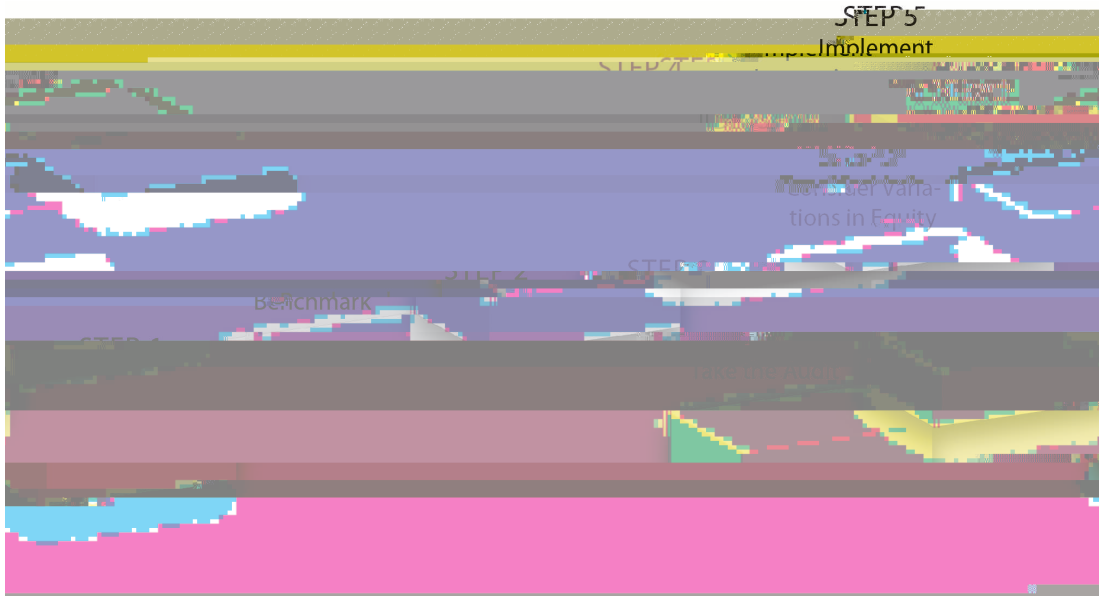


Figure 10: Step 4 of the Promotion System Toolkit

4.1 Roles and Responsibilities

Option 1:

Option 2:

Option 3:

4.2 Step 4 Tasks (Section 1 and Section 2)

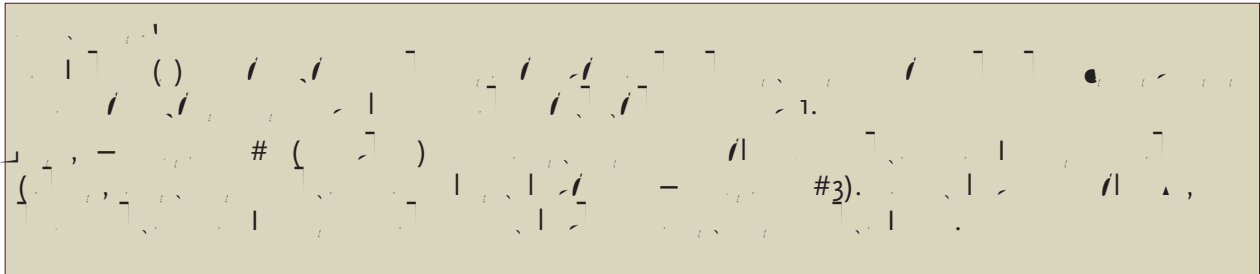
Section 1: Tasks to Assess the Equity of Your Promotion System

1. Review the list of audit items from the previous section. Rank each item on a scale of 1 to 5 based on its importance to your organization's promotion system. (1 = Not Important, 5 = Very Important)

2. Review the list of audit items from the previous section. Rank each item on a scale of 1 to 5 based on its feasibility to implement. (1 = Not Feasible, 5 = Very Feasible)

1. Review the list of audit items from the previous section. Rank each item on a scale of 1 to 5 based on its importance to your organization's promotion system. (1 = Not Important, 5 = Very Important)
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3. Review the list of audit items from the previous section. Rank each item on a scale of 1 to 5 based on its importance to your organization's promotion system. (1 = Not Important, 5 = Very Important)
4. Review the list of audit items from the previous section. Rank each item on a scale of 1 to 5 based on its feasibility to implement. (1 = Not Feasible, 5 = Very Feasible)
5. Review the list of audit items from the previous section. Rank each item on a scale of 1 to 5 based on its importance to your organization's promotion system. (1 = Not Important, 5 = Very Important)
6. Review the list of audit items from the previous section. Rank each item on a scale of 1 to 5 based on its feasibility to implement. (1 = Not Feasible, 5 = Very Feasible)
7. Review the list of audit items from the previous section. Rank each item on a scale of 1 to 5 based on its importance to your organization's promotion system. (1 = Not Important, 5 = Very Important)

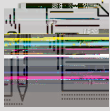



Task 1: Rank Levers for Change from the Audit Items





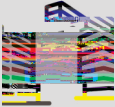


Promotion System Toolkit Worksheet #7

Ranking the Scores for the Levers for Change in the Promotion 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 the fairness of promotions?</p>		
 <p>Practice Lever for Change</p>		
<p>2. To what extent are promotion decisions made in a transparent manner?</p>		
 <p>Planning and Evaluation Lever for Change</p>		
<p>3. To what extent does your organization routinely audit the fairness of promotions?</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 promotions?</p>		

Worksheet #7 (continued)



	<p><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.</p>	<p><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>
 <p>Workplace Culture Lever for Change</p>		
<p>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 the fairness of promotions?</p>		
 <p>Workplace Climate Lever for Change</p>		
<p>6. To what extent does your organization set expectations that managers and supervisors will make decisions about promotions in an equitable manner?</p>		
 <p>Communication Lever for Change</p>		
<p>7. To what extent does your organization set expectations that managers and supervisors will make decisions about promotions in an equitable manner?</p>		

ranked the highest). strong (

weak (ranked the lowest).

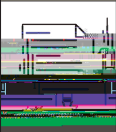




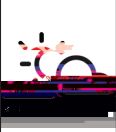



Task 2: Highlight Ideas for Innovation in the Promotion System

Promotion System Toolkit Worksheet #8

Your Ideas for Innovation in Levers for Change in the Promotion System

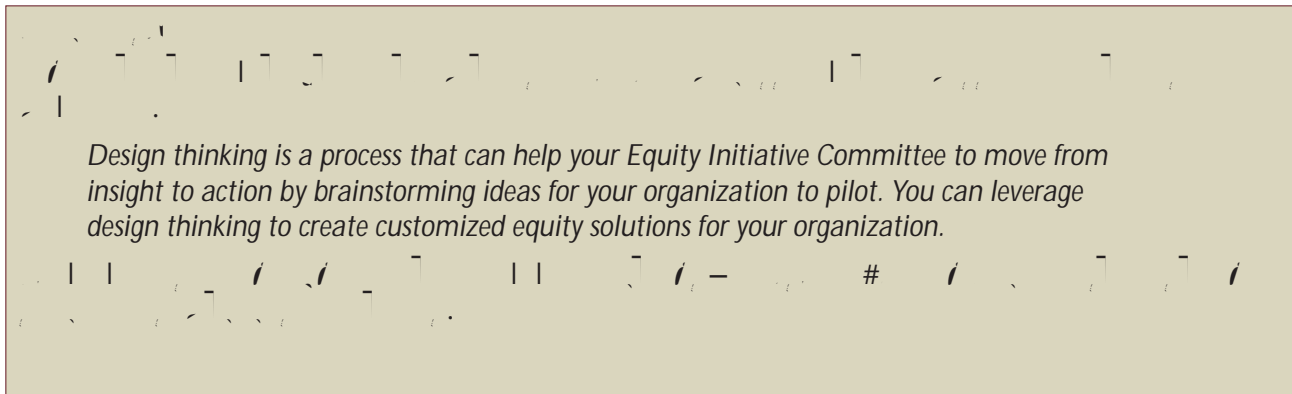


	Levers for Change	Your Ideas for Innovation	Organizational "Stakeholders" (including decision makers) in this Innovation
	Promotion Policies		
	Promotion Practices	<p>Please Note: Task 3, below, elaborates on practice innovations because they can have a "multiplier effect," opening the doors for changes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



Section 2: Promotion Practice Innovations

Task 3: Consider Ideas for Practice Innovation in Promotion



Promotion 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.
Does your organization identify the "critical" and "desired" competencies for positions with promotion potential?			
Does the organization specify the differences in work roles and responsibilities relevant to jobs at different levels in the organization?			
Does the organization make the process(es) for promotions clear to employees?			
Does the organization provide resources to managers and supervisors so that they make promotion decisions fairly, without regard to employees' demographic and social identities?			
Does the organization encourage cross-department training so that more employees can develop competencies that might be needed for possible promotion?			
Do supervisors meet with employees who did not receive promotions, explaining the organization's decision in a respectful manner?			
Does the organization clarify whether external candidates might be considered for open positions that could offer promotion opportunities to current employees?			

Promotion System Toolkit Worksheet #10 (continued)

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



Go to Step 5 of the Promotion System Toolkit: Implement Pilot of Innovations

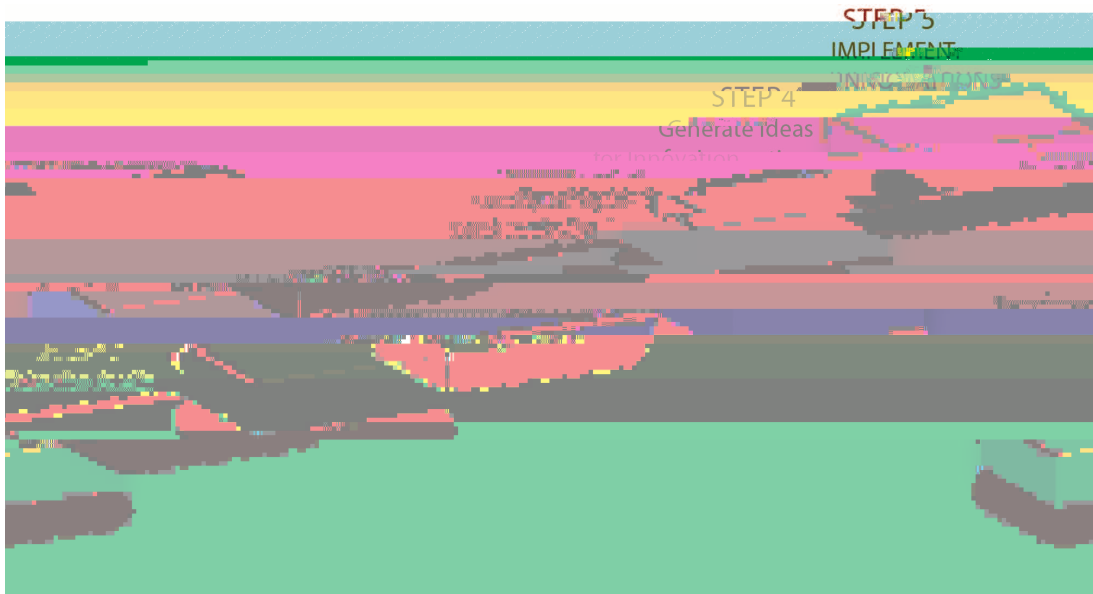


Figure 11: Step 5 of the Promotion System Toolkit