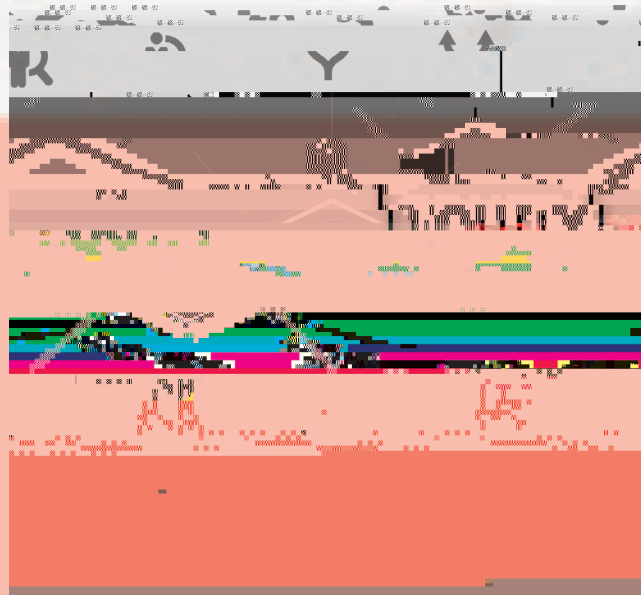# INCREASING EQUITY AT THE WORKPLACE

TRAINING AND CAREER DEVELOPMENT SYSTEM TOOLKIT

STEP 4:
GENERATE IDEAS FOR INNOVATION

Directors

Work Equity is an initiative of the Center for Social Innovation at the Boston College School of Social Work.
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Questions?
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We have organized Step 4 of the Toolkit for the Training and Career Development System into two sections.

> **Section 1:** The tasks in this section will help your organization generate ideas for innovations that can strengthen the equity of your overall Training and Career Development System, using the seven Levers for Change.

> **Section 2:** Recognizing that innovations in training and career development practices – one of the Levers for Change – can be catalysts for deep change in the equity of the Training and Career Development System, your organization will focus particular attention on training and career development in Section 2.

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

In consultation with your Equity Initiative Committee, the Leader(s) of your Equity Initiative should decide how to best engage different groups of employees in discussions about innovations that can strengthen the equity of your organization's Training and Career Development System.

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

Option 2: You might convene discussion groups (for example, brown bag lunches, focus groups, etc.) with employees who are affiliated with specific demographic and social identity groups to discuss innovations in your Training and Career Development System that could address some of their priorities and preferences.

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

Training and Career Development 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 Training and Career Development System Toolkit" for the discussion of the Levers for Change.)

Each of the nine questions in the audit of the Training and Career Development 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)
7. Communication (Question #7)

Task 1: Rank Levers for Change from the Audit Items

Directions:

The Leader(s) of your Equity Initiative should put the average scores of your organization's responses to the Audit questions for training and career development 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.

Training and Career Development System

	(from Worksheet 3)	
Policy Lever for Change		
Practice Lever for Change		
Planning and Evaluation Lever for Change		
Assignment of Roles and Accountabilities Lever for Change		
Worksheet continued on the next page ☞		

Training and Career Development System

	(from Worksheet 3)	
Workplace Culture Lever for Change		
Workplace Climate Lever for Change		
Communication Lever for Change		

Training and Career Development System

The members of your Equity Initiative Committee can consider the rankings of the Levers for Change in your Training and Career Development System and identify opportunities to build on those that are already **strong** (that is, those that are **ranked the highest**). Summarize the observations below.

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The members of your Equity Initiative Committee can identify ways to strength those Levers for Change that are currently **weak** (that is, those that are **ranked the lowest**). Summarize the observations below.
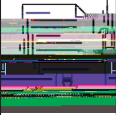
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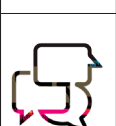## *Task 2: Highlight Ideas for Innovation in the Training and Career Development System*

Directions:

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

Training and Career Development System

Task 3: Consider Ideas for Practice Innovation in Training and Career Development

Directions:

Your organization may want to adopt a design thinking process to imagine possible innovations in training and career development.

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.

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

Training and Career Development System

			Specify which employee groups.

Training and Career Development System

Task 4: Prioritize Your Ideas for Training and Career Development Practice Innovation

Directions:

The members of your Equity Initiative Committee can use the worksheet below to list their top ideas for training and career development 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.

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

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

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

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

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