

INCREASING EQUITY AT THE WORKPLACE

TRAINING AND CAREER DEVELOPMENT
SYSTEM TOOLKIT



**STEP 5:
IMPLEMENT INNOVATIONS**



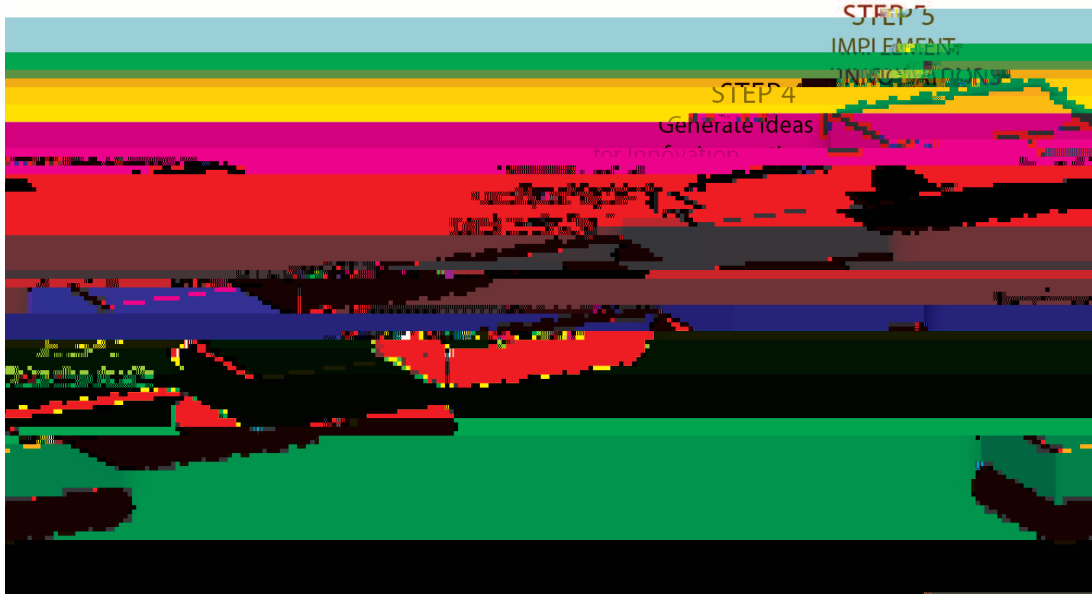
Directors

Work Equity is an initiative of the Center for Social Innovation at the Boston College School of Social Work.
www.bc.edu/workequity

Questions?
Please contact us at workequity@bc.edu

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This section of the Toolkit for the Training and Career Development System helps your organization get ready to implement a pilot of an innovation that can strengthen the equity of your Training and Career Development System.



The members of your Equity Initiative Committee will make recommendations about metrics and the plan for implementation of the pilot innovation.

It is likely that the success of the pilot will be enhanced if the leader(s) of your Equity Initiative consult(s) with people who might directly or indirectly affect the implementation of the pilot – people such as supervisors, HR specialists, and members of your Strategic Operations Department.

Continue to next page

Task 1: Adopt Metrics for Possible Innovation in the Training and Career Development System.

Your organization might select one or more of the measures listed in Figure 13 below to gauge the success of changes made to your Diversity-Equity-Inclusion strategies

Before (%)	Sample Metrics to Consider	After (%)
	supervisors	

Directions:

The members of your Equity Initiative Committee can use the worksheet below to begin to plan for data collection that can help your organization assess the effectiveness of your pilot innovation. The Leader(s) of your Equity Initiative Committee could invite top managers to suggest metrics that are important to strategic business goals and objectives.

Task 2: Monitor the Implementation

Your organization will want to gather information about things that have gone well/not well with the pilot.

In addition, your organization might find it helpful to consider whether the innovation that you introduced has had an impact on other Levers for Change in the equity of your Training and Career Development System. For example, if the pilot innovation tested by your organization focused on the assignment of oversight roles and accountabilities for employees' fair access to training and career development, your organization might want to think about whether it should adopt an innovation related to data collection (that is, the Planning and Evaluation Lever for Change) in the Training and Career Development System. (See Figure 14, next page.)



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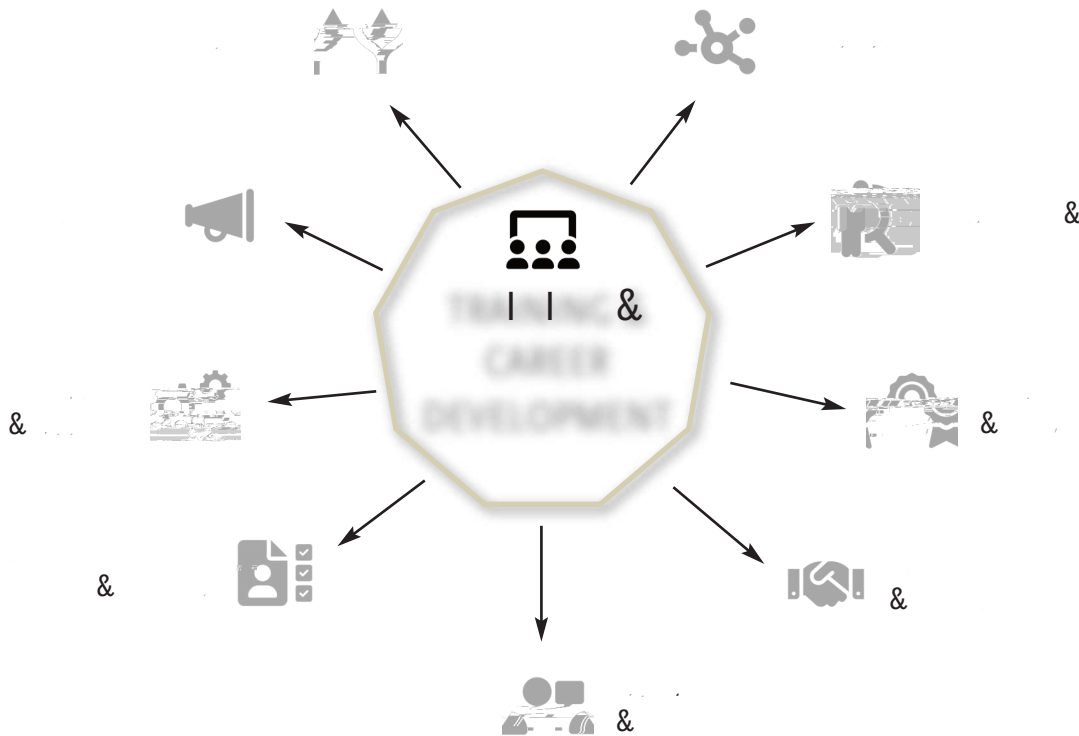
Directions:

Use the worksheet below to record your thoughts about how the pilot innovation you introduced might have "opened doors" for innovation in each of the Levers for Change.

	Structure	Resources	Support

Task 3: Consider How Your Innovation in the Training and Career Development System Might Have Affected Other Employment Systems

As suggested by Figure 15, innovations introduced to your organization's Training and Career Development System might affect some of the other employment systems. For example, your organization might change some of its benefits options if employees are allowed to work remotely (for example, resources for a home office, etc.).



The members of your Equity Initiative Committee can discuss whether the innovation introduced into your Training and Career Development System “spilled over” into any other employment systems. Record their observations below.

Task 4: Make Recommendations for Permanent Adoption of Innovations in Training and Career Development

Directions:
 In consultation with the members of the Equity Initiative Committee, the Leader(s) should prepare communications that share messages about the success of the pilot, as well as opportunities for improving the equity of the Training and Career Development System at your organization.



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