

# INCREASING EQUITY AT THE WORKPLACE

EMPLOYEE PERFORMANCE ASSESSMENT  
AND FEEDBACK SYSTEM TOOLKIT



**STEP 3:  
CONSIDER VARIATIONS  
IN EQUITY**



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**Work Equity** is an initiative of the Center for Social Innovation at the Boston College School of Social Work.

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### 3.0 Introduction

This section of the Employee Performance Assessment and Feedback System Toolkit helps your organization to address possible variations in the equity of your Employee Performance Assessment and Feedback System.

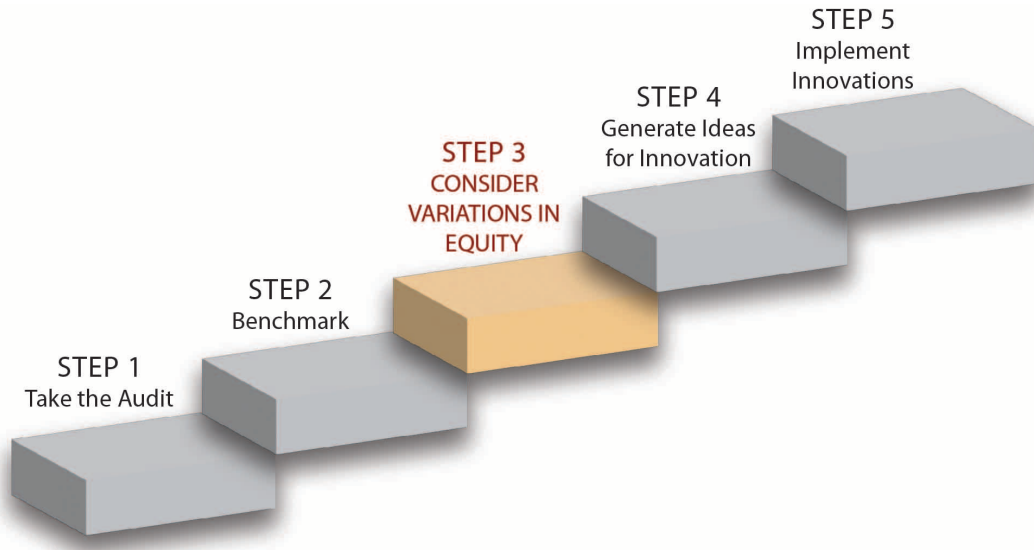


Figure 8: Step 3 of the Employee Performance Assessment and Feedback System Toolkit

### 3.1 Roles and Responsibilities

In consultation with the members of the Equity Initiative Committee, the leader(s) of the Equity Initiative will decide who could be invited to conversations about employees' experiences with the Employee Performance Assessment and Feedback System and how those experiences might vary by employees' affiliations with demographic and social identity groups.

**Option 1:** You could use the questions in Worksheet #6 below to guide a discussion with the members of your Equity Initiative Committee.

**Option 2:** The Equity Initiative Committee could convene discussion groups (for example, brown bag lunches, focus groups, etc.) with employees who are affiliated with specific demographic and social identity groups.

### 3.2 Step 3 Task

The responses to the Audit questions about your organization's Employee Performance Assessment and Feedback System provide you with some insight about the equity of orientation and onboarding for employees, overall.

But is this enough for you to understand the equity experiences of your employees?



Your organization might want to consider whether its Employee Performance Assessment and Feedback System is “equally fair” to people with different social and demographic identities, including people affiliated with different:

- races/ethnicities,
- gender identities,
- sexual orientations,
- ages,
- religious affiliations,
- national backgrounds,
- abilities/disabilities, and
- job classifications (for example, part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees).

Worksheet #6 (following pages) focuses on the seven Levers for Change in your organization’s Employee Performance Assessment and Feedback System.

1. Policies
2. Practices
3. Planning, Data Collection, and Evaluation
4. Roles and Accountabilities
5. Culture
6. Climate
7. Communications


(Please see the Overview Booklet of the Employee Performance Assessment and Feedback System Toolkit for the discussion of the Levers for Change.)

### *Task 1: Consider Variations in Employees’ Equity Experiences*

Directions:

Worksheet #6 (following pages) asks people in your organization to think about the extent to which the Levers for Change in your Employee Performance Assessment and Feedback System seem to result in either privileges or disadvantages for people in different groups.

For each of the following questions, think about the different demographic and social identity groups in your workforce. Insert comments if your committee members/other employee groups think that there could be variation that results in a lack of equity.

Continue to next page 



## Employee Performance Assessment and Feedback System Toolkit Worksheet #6

### Equity of Employee Performance Assessment and Feedback System – Levers for Change



#### Lever for Change in the Employee Performance Assessment and Feedback System: Policies

**Are your organization's policies related to employee performance assessment and feedback fair for...**

Employees of different races/ethnicities:

Employees with different gender identities:

Employees with different sexual orientations:

Employees of different ages:

Employees with different religious affiliations:

Employees with different national backgrounds:

Employees with different abilities/disabilities:

Employees in jobs with different classifications (e.g., part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees):



## Employee Performance Assessment and Feedback System Toolkit Worksheet #6 (continued)



### Lever for Change in the Employee Performance Assessment and Feedback System: Practices

#### Are employee performance assessment and feedback practices fair for...

Employees of different races/ethnicities:

Employees with different gender identities:

Employees with different sexual orientations:

Employees of different ages:

Employees with different religious affiliations:

Employees with different national backgrounds:

Employees with different abilities/disabilities:

Employees in jobs with different classifications (e.g., part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees):



## Employee Performance Assessment and Feedback System Toolkit Worksheet #6 (continued)



### Lever for Change in the Employee Performance Assessment and Feedback System: Planning and Evaluation

**Is the planning and evaluation of employee performance assessment and feedback fair for...**

Employees of different races/ethnicities:

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Employees with different gender identities:

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Employees with different sexual orientations:

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Employees of different ages:

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Employees with different religious affiliations:

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Employees with different national backgrounds:

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Employees with different abilities/disabilities:

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Employees in jobs with different classifications (e.g., part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees):

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## Employee Performance Assessment and Feedback System Toolkit Worksheet #6 (continued)



Lever for Change in the Employee Performance Assessment and Feedback System:  
Assignment of Roles and Accountabilities

**Is the assignment of roles and accountabilities for the Employee Performance Assessment and Feedback System fair for...**

Employees of different races/ethnicities:

Employees with different gender identities:

Employees with different sexual orientations:

Employees of different ages:

Employees with different religious affiliations:

Employees with different national backgrounds:

Employees with different abilities/disabilities:

Employees in jobs with different classifications (e.g., part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees):



## Employee Performance Assessment and Feedback System Toolkit Worksheet #6 (continued)



### Lever for Change in the Employee Performance Assessment and Feedback System: Workplace Culture

**Are your organization's values and principles related to employee performance assessment and feedback fair for...**

Employees of different races/ethnicities:

Employees with different gender identities:

Employees with different sexual orientations:

Employees of different ages:

Employees with different religious affiliations:

Employees with different national backgrounds:

Employees with different abilities/disabilities:

Employees in jobs with different classifications (e.g., part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees):



## Employee Performance Assessment and Feedback System Toolkit Worksheet #6 (continued)



Lever for Change in the Employee Performance Assessment and Feedback System:  
Workplace Climate

**Is the workplace climate pertaining to employee performance assessment and feedback fair for...**

Employees of different races/ethnicities:

Employees with different gender identities:

Employees with different sexual orientations:

Employees of different ages:

Employees with different religious affiliations:

Employees with different national backgrounds:

Employees with different abilities/disabilities:

Employees in jobs with different classifications (e.g., part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees):



## Employee Performance Assessment and Feedback System Toolkit Worksheet #6 (continued)



### Lever for Change in the Employee Performance Assessment and Feedback System: Communication

#### Are communications regarding employee performance assessment and feedback fair for...

Employees of different races/ethnicities:

Employees with different gender identities:

Employees with different sexual orientations:

Employees of different ages:

Employees with different religious affiliations:

Employees with different national backgrounds:

Employees with different abilities/disabilities:

Employees in jobs with different classifications (e.g., part-time vs. full-time, exempt vs. non-exempt, contractors vs. employees):

 **Go to Step 4 of the Employee Performance Assessment and Feedback System Toolkit: Generate Ideas for Innovation**

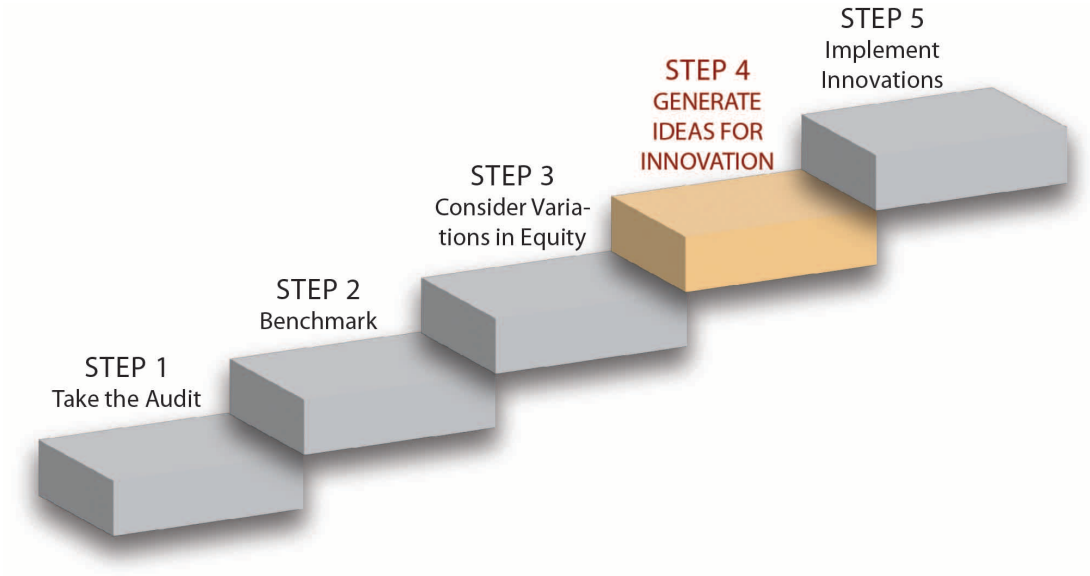


Figure 9: Step 4 of the Employee Performance Assessment and Feedback System Toolkit