

INCREASING EQUITY AT THE WORKPLACE

JOB STRUCTURES SYSTEM TOOLKIT



**STEP 5:
IMPLEMENT INNOVATIONS**



BOSTON COLLEGE

School of Social Work

WORK EQUITY

Directors

Marcie Pitt-Catsoupes, PhD

Samuel L. Bradley, Jr., DSW

Kathleen Christensen, PhD

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

Work Equity is grateful for funding received from WorkRise for the National Study of Workplace Equity. We are also appreciative of our partnership with SHRM and its support of this study. To read more about this study, go to: <https://www.bc.edu/content/bc-web/schools/ssw/sites/center-for-social-innovation/projects/the-national-study-of-workplace-equity.html>



5.0 Introduction

This section of the Toolkit for the Job Structures System helps your organization get ready to implement a pilot of an innovation that can strengthen the equity of your Job Structures System.

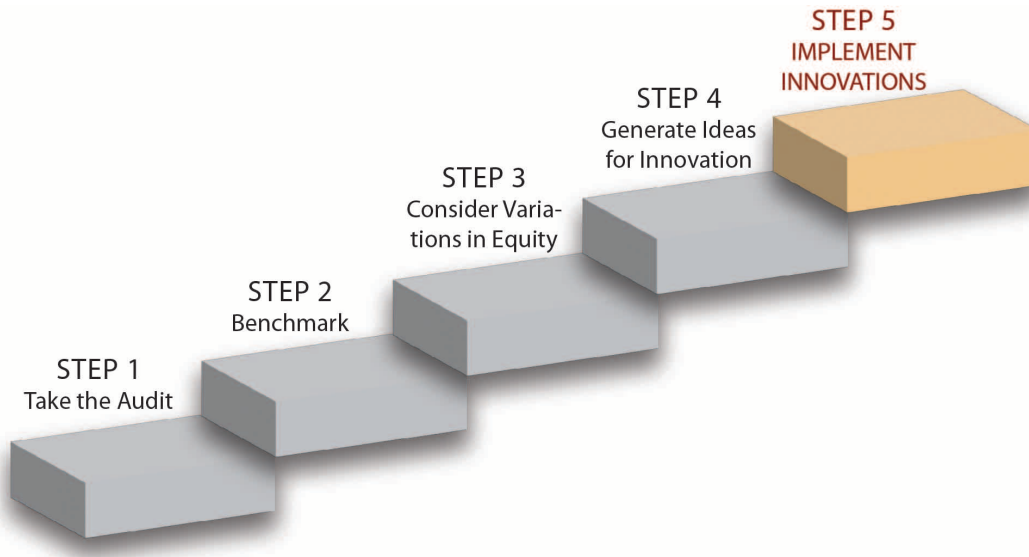


Figure 12: Step 5 of the Job Structures System

5.1 Roles and Responsibilities

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.

5.2 Step 5 Tasks

Continue to next page 



Task 1: Adopt Metrics for Possible Innovation in the Job Structures 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 (%)
	% of employees requesting flexible job structures, analyzed by demographic and social identity groups (as data are available)	
	% of employees using flexible job structures, analyzed by demographic and social identity groups (as data are available)	
	% of employees “satisfied/very satisfied” with the usability of flexible job structures, analyzed by demographic and social identity groups (as data are available)	
	% of job applicants who indicate interest in flexible job structures	
	% of employees who leave the organization who mention that lack of access to flexible job structures influenced their decision to leave	
	% of employees who report “strong” organizational commitment (analyzed by users and nonusers of flexible job structures)	
	% of employees who report that they feel their access to flexible job structures is fair, analyzed by demographic and social identity groups (as data are available)	

Figure 13: Sample Metrics

Jobs Structures System Toolkit Worksheet #11

Your Ideas for Metrics

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.

	How will information be gathered?	What is the timing/frequency of data collection?	Who will be responsible for gathering the data?
Metric 1:			
Metric 2:			

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 Job Structures 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 flexible job structures, 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 Job Structures System. (See Figure 14 next page.)

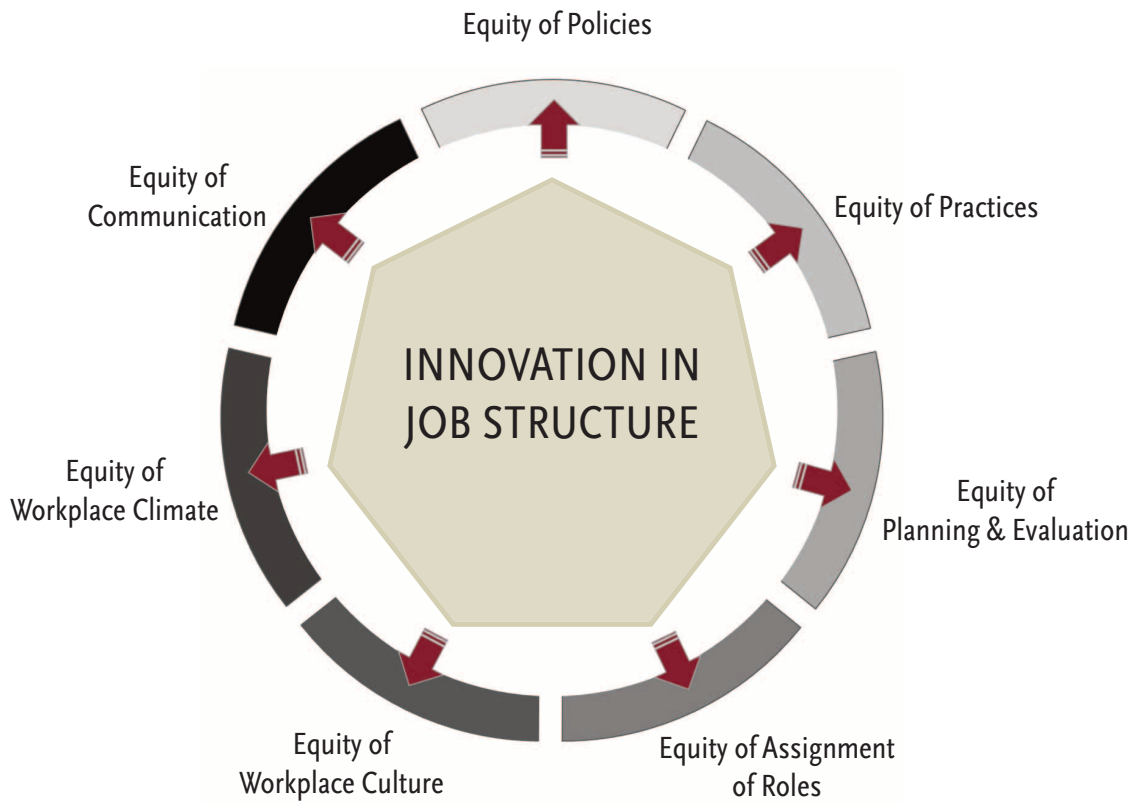



Figure 14: Impact of Innovations on Levers for Change








Continue to next page 

Jobs Structures System Toolkit Worksheet #12

Impact of Innovation on Other Levers for Change – New Opportunities for Increasing Equity

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.

	Levers for Change	If “yes,” what was the impact of the innovation on other Levers for Change?	If “yes,” are there additional opportunities for strengthening equity of your organization’s Job Structures System using other Levers for Change?
	Did your organization make a change in job structures Policies? _____ No _____ Yes		
	Did your organization make a change in job structures Practices? _____ No _____ Yes		
	Did your organization make a change in Planning and Assessment (e.g., data collection) related to job structures? _____ No _____ Yes		
	Did your organization make a change in Roles and Accountabilities for the equity of job structures? _____ No _____ Yes		
	Did your organization make a change in workplace Culture related to job structures? _____ No _____ Yes		
	Did your organization make a change in workplace Climate of inclusion related to job structures? _____ No _____ Yes		
	Did your organization make a change in Communication related to job structures? _____ No _____ Yes		



Task 3: Consider How Your Innovation in the Job Structures System Might Have Affected Other Employment Systems

As suggested by Figure 15, innovations introduced to your organization’s Job Structures 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.).

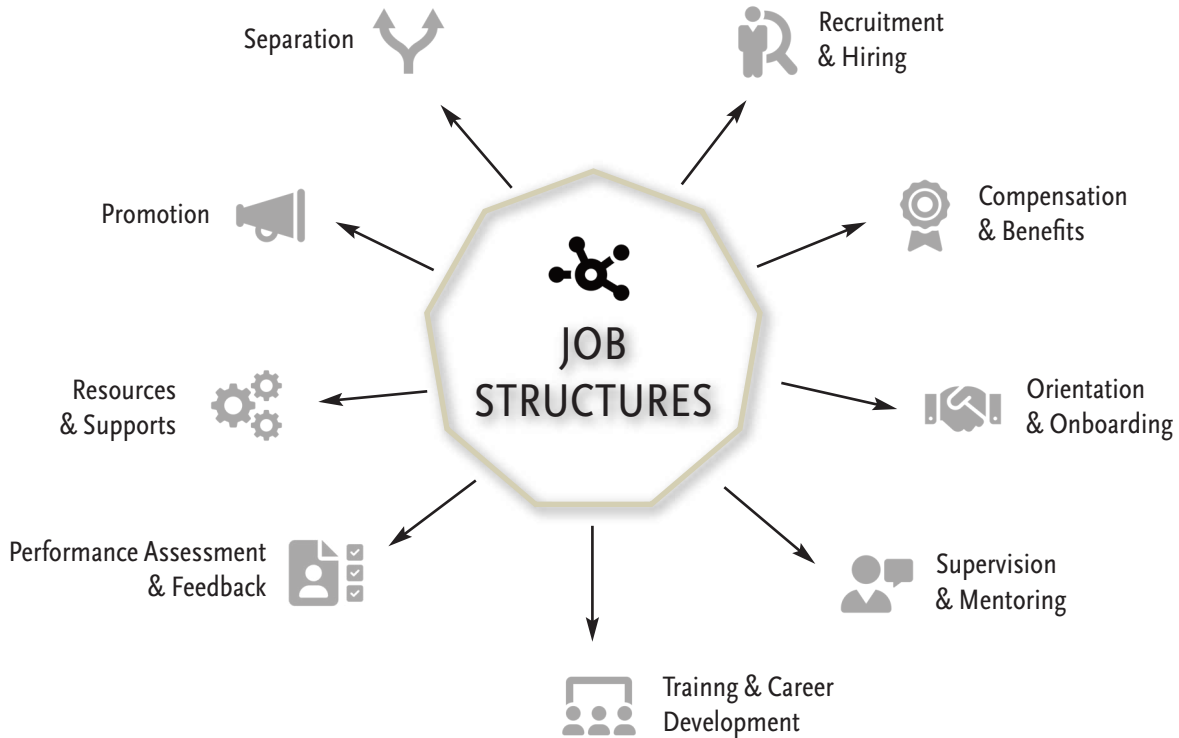


Figure 15: Connecting Innovation in Job Structures to New Opportunities for Change in Other Employment Systems

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



Task 4: Make Recommendations for Permanent Adoption of Innovations in Flexible Job Structures

Jobs Structures System Toolkit Worksheet #13 Communicating Success

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 Job Structures System at your organization.

Who is the “target audience” (for example, top management, supervisors, employees, HR, etc.)?	What are the most important messages you should share with them?	When should the messages be sent?	How should the messages be delivered (and by whom)?



Congratulations for navigating your way toward increased equity in the Job Structures System at your organization!