

# INCREASING EQUITY AT THE WORKPLACE

PROMOTION SYSTEM TOOLKIT



**STEP 3:  
CONSIDER VARIATIONS  
IN EQUITY**



**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](http://www.bc.edu/workequity)

Questions?

Please contact us at [workequity@bc.edu](mailto:workequity@bc.edu)

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### 3.0 Introduction

This section of the Promotion System Toolkit helps your organization to address possible variations in the equity of your Promotion System.

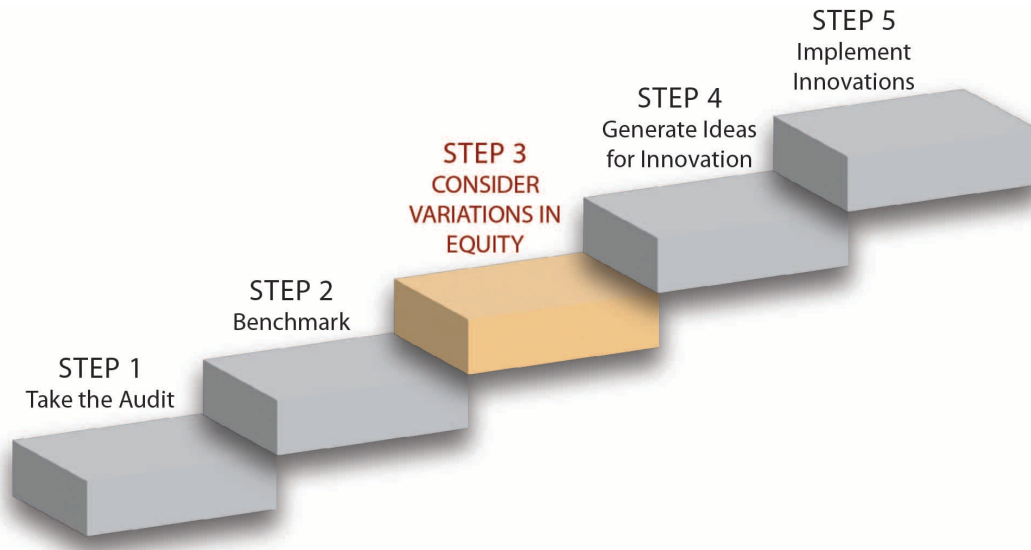


Figure 8: Step 3 of the Promotion System Toolkit

### 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 Promotion 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 Promotion System provide you with some insight about the equity of promotion 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 Promotion 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 Promotion 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 Promotion 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 Promotion 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 

## Promotion System Toolkit Worksheet #6 Equity of Promotion System – Levers for Change



### Lever for Change in the Promotion System: Policies

**Are your organization’s policies related to promotion 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):



## Promotion System Toolkit Worksheet #6 (continued)



### Lever for Change in the Promotion System: Practices

#### Are promotion practices 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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## Promotion System Toolkit Worksheet #6 (continued)



### Lever for Change in the Promotion System: Planning and Evaluation

**Is the planning and evaluation of promotion 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):

## Promotion System Toolkit Worksheet #6 (continued)



### Lever for Change in the Promotion System: Assignment of Roles and Accountabilities

**Is the assignment of roles and accountabilities for the Promotion System 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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## Promotion System Toolkit Worksheet #6 (continued)



### Lever for Change in the Promotion System: Workplace Culture

Are your organization's values and principles related to promotion 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):



## Promotion System Toolkit Worksheet #6 (continued)



### Lever for Change in the Promotion System: Workplace Climate

**Is the workplace climate pertaining to promotion 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):



## Promotion System Toolkit Worksheet #6 (continued)



### Lever for Change in the Promotion System: Communication

#### Are communications regarding promotion 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 Promotion System Toolkit: Generate Ideas for Innovation**

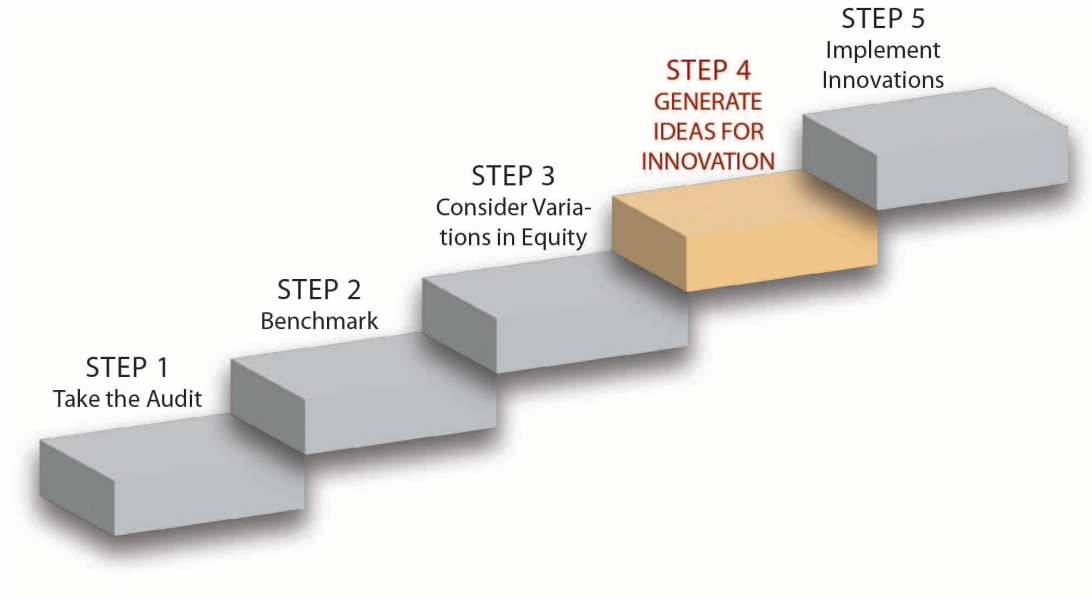


Figure 9: Step 4 of the Promotion System Toolkit