

INCREASING EQUITY AT THE WORKPLACE

PROMOTION SYSTEM TOOLKIT



**STEP 4:
GENERATE IDEAS FOR
INNOVATION**



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WORK 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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Questions?

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4.0 Introduction

We have organized Step 4 of the Toolkit for the Promotion 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 Promotion System, using the seven Levers for Change.

Section 2: Recognizing that innovations in promotion practices – one of the Levers for Change – can be catalysts for deep change in the equity of the Promotion System, your organization will focus particular attention on promotion in Section 2.

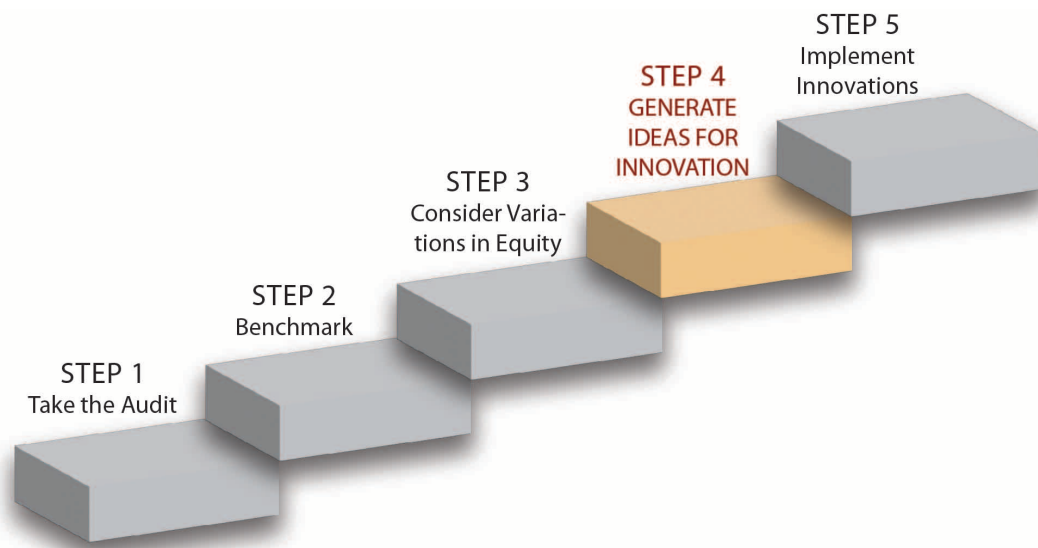


Figure 10: Step 4 of the Promotion System Toolkit

4.1 Roles and Responsibilities

The process of design thinking values the diverse perspectives which can emerge from group conversations and debates. (See “Overview of the Promotion 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 Promotion 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 Promotion 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.



4.2 Step 4 Tasks (Section 1 and Section 2)

Section 1: Tasks to Assess the Equity of Your Promotion 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 Promotion System Toolkit" for the discussion of the Levers for Change.)

Each of the nine questions in the audit of the Promotion 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 promotion 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.

Continue to next page 






Promotion System Toolkit Worksheet #7

Ranking the Scores for the Levers for Change in the Promotion System

	<p><u>Column A:</u> What was your organization's score for each lever for change? (from Worksheet 3)</p> <p>Put these scores in the open boxes below.</p>	<p><u>Column B:</u> How strong is each lever for change? Rank order them for weakest to strongest.</p> <p>1 = weakest lever (lowest mean score) 7 = strongest lever (highest mean score)</p>
 <p>Policy Lever for Change</p>		
<p>1. To what extent does your organization have written policies which ensure the fairness of promotions?</p>		
 <p>Practice Lever for Change</p>		
<p>2. To what extent are promotion decisions made in a transparent manner?</p>		
 <p>Planning and Evaluation Lever for Change</p>		
<p>3. To what extent does your organization routinely audit the fairness of promotions?</p>		
 <p>Assignment of Roles and Accountabilities Lever for Change</p>		
<p>4. To what extent does your organization hold one or more employees (e.g., supervisors; Director of DEI, etc.) accountable for monitoring the fairness of employee promotions?</p>		
<p>Worksheet continued on the next page </p>		

Worksheet #7 (continued)

	<u>Column A:</u> What was your organization's score for each lever for change? (from Worksheet 3) Put these scores in the open boxes below.	<u>Column B:</u> How strong is each lever for change? Rank order them for weakest to strongest. 1 = weakest lever (lowest mean score) 7 = strongest lever (highest mean score)
 Workplace Culture Lever for Change		
5. To what extent do the actions of your organizational leaders indicate that they believe that there is a connection between the organization's DEI initiatives and the fairness of promotions?		
 Workplace Climate Lever for Change		
6. To what extent does your organization set expectations that managers and supervisors will make decisions about promotions in an equitable manner?		
 Communication Lever for Change		
7. To what extent does your organization set expectations that managers and supervisors will make decisions about promotions in an equitable manner?		

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

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.










Task 2: Highlight Ideas for Innovation in the Promotion System

Promotion System Toolkit Worksheet #8

Your Ideas for Innovation in Levers for Change in the Promotion 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.

	Levers for Change	Your Ideas for Innovation	Organizational “Stakeholders” (including decision makers) in this Innovation
	Promotion Policies		
	Promotion Practices	<p>Please Note: Task 3, below, elaborates on practice innovations because they can have a “multiplier effect,” opening the doors for changes in other parts of the Promotion System.</p> <p>You might want to save your ideas for Practice Innovation until you have completed Task 3.</p>	
	Planning and Assessment (e.g., data collection) Related to Promotion		
	Assignment of Roles and Accountabilities for the Equity of Promotion		
	Workplace Culture Related to Promotion		
	Workplace Climate of Inclusion Related to Promotion		
	Communication Related to Promotion		



Section 2: Promotion Practice Innovations

Task 3: Consider Ideas for Practice Innovation in Promotion

Directions:

Your organization may want to adopt a design thinking process to imagine possible innovations in promotion.

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 to guide conversations about selected best practices innovations.


Promotion System Toolkit Worksheet #9 Options for Practice Innovation

	Is this option available? Yes or No	If this option is not available, could it be adopted by your organization? Yes or No	If this option is available to some but not all employees, could it be offered to groups of employees who currently cannot access this option? Specify which employee groups.
Does your organization identify the “critical” and “desired” competencies for positions with promotion potential?			
Does the organization specify the differences in work roles and responsibilities relevant to jobs at different levels in the organization?			
Does the organization make the process(es) for promotions clear to employees?			
Does the organization provide resources to managers and supervisors so that they make promotion decisions fairly, without regard to employees’ demographic and social identities?			
Does the organization encourage cross-department training so that more employees can develop competencies that might be needed for possible promotion?			
Do supervisors meet with employees who did not receive promotions, explaining the organization’s decision in a respectful manner?			
Does the organization clarify whether external candidates might be considered for open positions that could offer promotion opportunities to current employees?			

Task 4: Prioritize Your Ideas for Promotion Practice Innovation

Directions:
 The members of your Equity Initiative Committee can use the worksheet below to list their top ideas for promotion 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.

Promotion System Toolkit Worksheet #10
Your Ideas for Promotion Practice Innovation

Ideas for Possible Innovation	Implementation Factors
Idea # 1: Summary of Key Components	<ul style="list-style-type: none"> • Purpose (Goals/Objectives) Draft Statement _____ • Expected (Measurable) Outcomes Draft Statement _____ • Pre-implementation Preparation (e.g., informational materials, training, etc.) Draft Statement _____ • Announcement/Enrollment Draft Statement _____ • Steps 1, 2, 3, etc. of Implementation Draft Statement _____ • Estimates of Time and Resources Needed for Implementation Draft Statement _____
Idea # 2: Summary of Key Components	<ul style="list-style-type: none"> • Purpose (Goals/Objectives) Draft Statement _____ • Expected (Measurable) Outcomes Draft Statement _____ • Pre-implementation Preparation (e.g., informational materials, training, etc.) Draft Statement _____ • Announcement/Enrollment Draft Statement _____ • Steps 1, 2, 3, etc. of Implementation Draft Statement _____ • Estimates of Time and Resources Needed for Implementation Draft Statement _____
Worksheet continued on next page 	

Promotion System Toolkit Worksheet #10 (continued)

Ideas for Possible Innovation	Implementation Factors
Idea # 3: Summary of Key Components	<ul style="list-style-type: none"> • Purpose (Goals/Objectives) Draft Statement _____ • Expected (Measurable) Outcomes Draft Statement _____ • Pre-implementation Preparation (e.g., informational materials, training, etc.) Draft Statement _____ • Announcement/Enrollment Draft Statement _____ • Steps 1, 2, 3, etc. of Implementation Draft Statement _____ • Estimates of Time and Resources Needed for Implementation Draft Statement _____

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 promotion, as well as people who will determine whether the innovation can be pilot tested.

 **Go to Step 5 of the Promotion System Toolkit: Implement Pilot of Innovations**

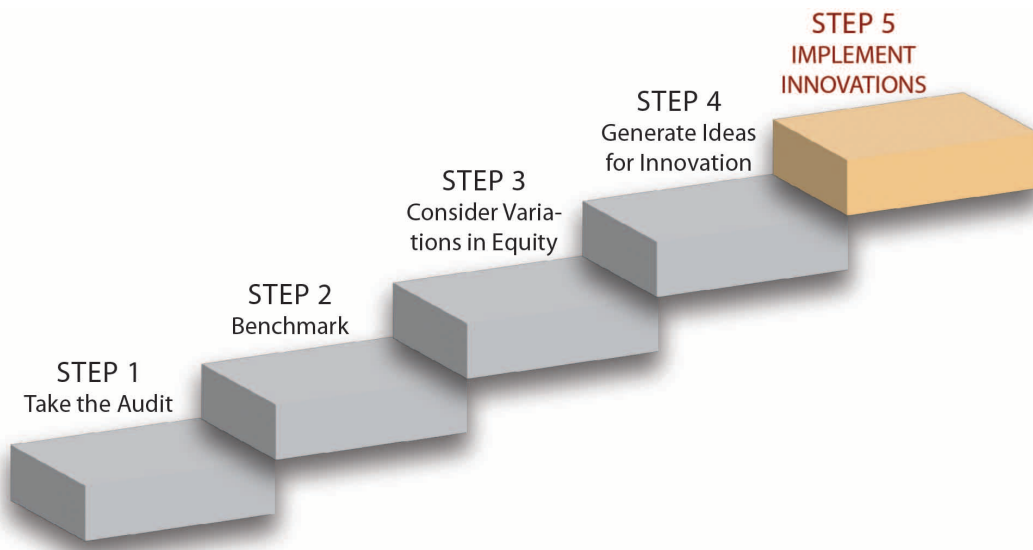


Figure 11: Step 5 of the Promotion System Toolkit