

# INCREASING EQUITY AT THE WORKPLACE

TRAINING AND CAREER DEVELOPMENT  
SYSTEM TOOLKIT



**STEP 1:  
TAKE THE AUDIT**



**BOSTON COLLEGE**

School of Social Work

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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## 1.0 Introduction

Step 1 engages your organization in an audit to assess the equity of your Training and Career Development System.

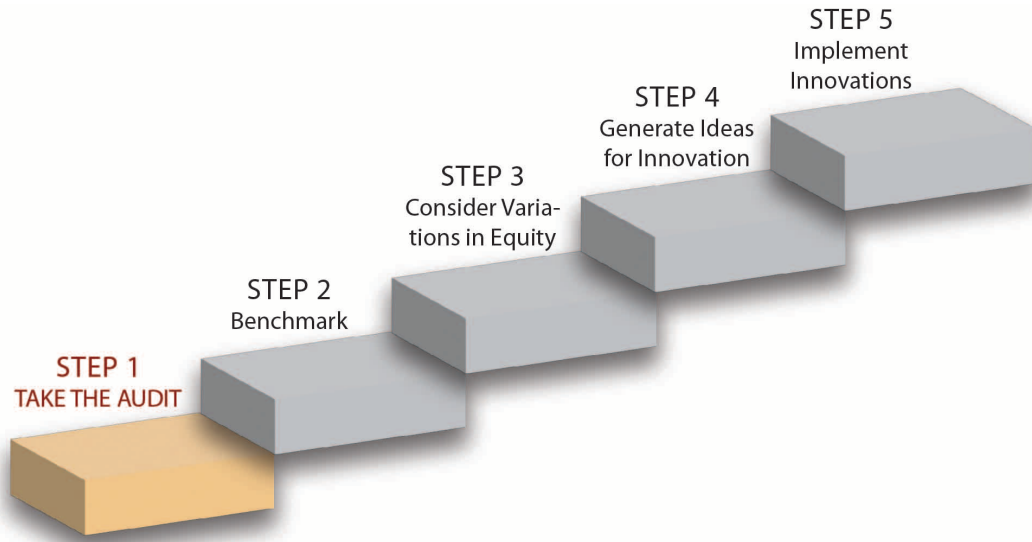


Figure 4: Step 1 of the Training and Career Development System Toolkit

## 1.1 Roles and Responsibilities

The Leaders(s) of your Equity Initiative will decide who will be invited to respond to the Audit survey.

We consider the people who answer the Audit questions about the equity of the Training and Career Development System to be “key respondents.” These are people who have some special insights about the equity of the training and career development at your organization.

Some options include:

1. members of your Equity Initiative Committee,
2. people with responsibilities for different aspects of your Training and Career Development System, including HR experts and managers, and
3. employees

The group of people you invite to complete the Audit (that is, the key respondents) are not likely to be representative of your workforce overall. Most organizations will not ask a representative sample of their workforce to respond to the Audit because many employees may have only limited experience with and/or knowledge about the Training and Career Development System.

It is important to remember the difference between “key respondents” and a “representative sample” of your workforce when you think about the implications of the scores. For example, if the members of your Equity Initiative Committee responded to the Audit questions, you should think about the average scores as representing the perspectives of that committee (rather than representing the perspectives of “everyone” at the organization).



## 1.2 Step 1 Tasks

*Task 1: Respond to Questions about the Equity of the Training and Career Development System*

### Training and Career Development System Toolkit Worksheet #2 Equity Audit Questions for the Training and Career Development System

**Directions:**

The Leader(s) of your Equity Initiative should make copies of the Audit questions below and distribute them to all of the “key respondents” who will help your organization assess the equity of the Training and Career Development System.

Explain to the “key respondents”:

1. the purpose of the equity survey,
2. the process you will use and that you will keep their responses confidential/anonymously, and
3. how the results of the survey will be shared.

1. To what extent does your organization have written policies which ensure that employee access to training and career development opportunities is fair?  
Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent
1	1.5	2	2.5	3	3.5	4

2. To what extent has your organization adopted practices which ensure fair access to training and career development opportunities?  
Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent
1	1.5	2	2.5	3	3.5	4

3. To what extent does your organization routinely audit the fairness of employees' access to training and career development opportunities?  
Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent
1	1.5	2	2.5	3	3.5	4

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 access to training and career development opportunities? Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent
1	1.5	2	2.5	3	3.5	4



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 fairness of employee access to training and career development? Circle your answer.


Not at All		To a Limited Extent		To Some Extent		To a Great Extent
1	1.5	2	2.5	3	3.5	4

6. To what extent does your organization set expectations that managers and supervisors should encourage all employees to participate in training and career development opportunities? Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent
1	1.5	2	2.5	3	3.5	4

7. To what extent does your organization provide employees with equitable access to information about training and career development opportunities? Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent
1	1.5	2	2.5	3	3.5	4

Continue to next page 

**Task 2: Calculate the Means****Directions:**

The Leader(s) should collect the answer sheets from all the respondents.

Use Worksheet #3 below to compute the average scores for all of the responses to each item. First add the response scores together, and then divide by the number of people who answered the question to get an average score.

### Training and Career Development System Toolkit Worksheet #3 Sample Tally Sheet for Audit Questions

Question	Answer "Score" Respondent #1	Answer "Score" Respondent #2	Etc.	<b>Sum</b> Total/Divided by # Respondents to Get Average Score for Your Organiza- tion <b>Keep for Step 2 (Benchmark) and Step 4 (Innovations).</b>
1. To what extent does your organization have written policies which ensure that employee access to training and career development opportunities is fair?				
2. To what extent has your organization adopted practices which ensure fair access to training and career development opportunities?				
3. To what extent does your organization routinely audit the fairness of employees' access to training and career development opportunities?				
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 access to training and career development opportunities?				
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 fairness of employee access to training and career development?				
6. To what extent does your organization set expectations that managers and supervisors should encourage all employees to participate in training and career development opportunities?				
7. To what extent does your organization provide employees with equitable access to information about training and career development opportunities?				

➡ **Go to Step 2 of the Training and Career Development System Toolkit: Benchmark**

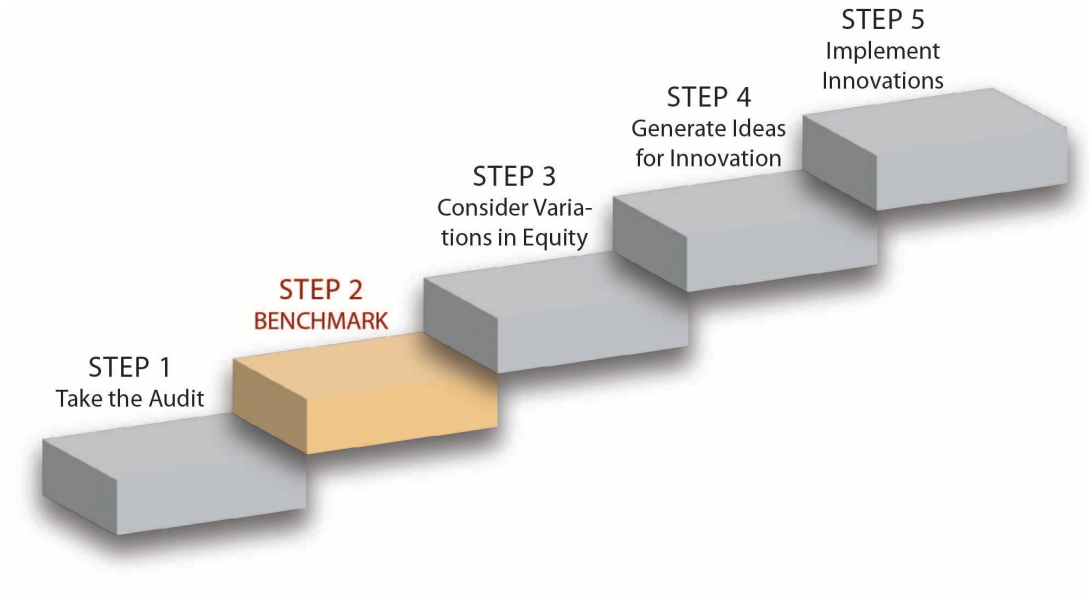


Figure 5: Step 2 of the Training and Career Development System Toolkit