INCREASING EQUITY AT THE WORKPLACE

TRAINING AND CAREER DEVELOPMENT SYSTEM TOOLKIT

STEP 4: GENERATE IDEAS FOR INNOVATION

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WORK EQUITY

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Training and Career Development System

4.0 Introduction

We have organized Step 4 of the Toolkit for the Training and Career Development 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 Training and Career Development System, using the seven Levers for Change.

Section 2: Recognizing that innovations in training and career development practices – one of the Levers for Change – can be catalysts for deep change in the equity of the Training and Career Development System, your organization will focus particular attention on training and career development in Section 2.
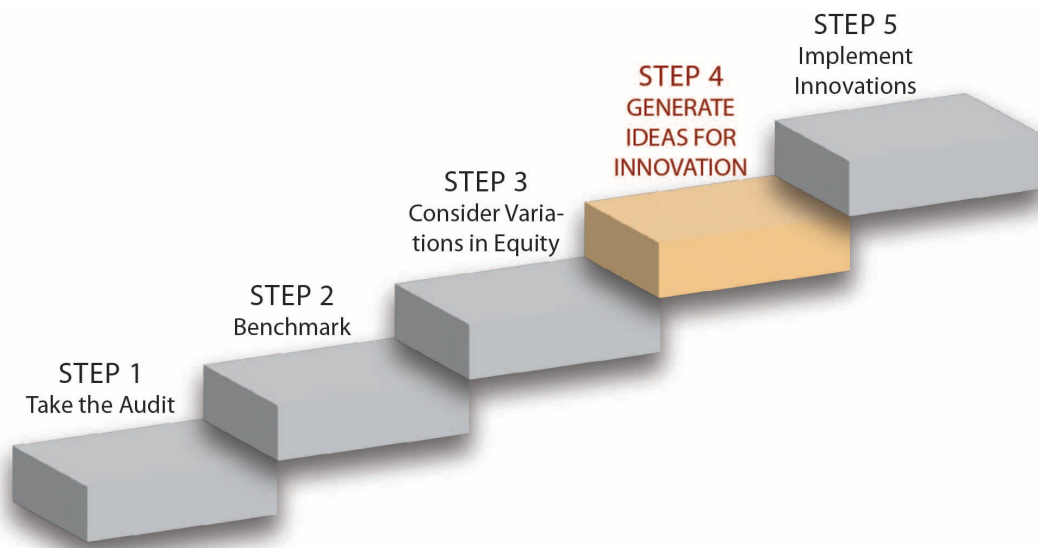

Figure 10: Step 4 of the Training and Career Development System Toolkit

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 Training and Career Development 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 Training and Career Development 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 Training and Career Development 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.

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4.2 Step 4 Tasks (Section 1 and Section 2)

Section 1: Tasks to Assess the Equity of Your Training and Career Development 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 Training and Career Development System Toolkit" for the discussion of the Levers for Change.)

Each of the nine questions in the audit of the Training and Career Development 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)

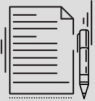### *Task 1: Rank Levers for Change from the Audit Items*

> Directions:
>
> The Leader(s) of your Equity Initiative should put the average scores of your organization's responses to the Audit questions for training and career development 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.

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Training and Career Development System Toolkit Worksheet #7
Ranking the Scores for the Levers for Change in the Training and Career Development System

	Column A: What was your organization's score for each lever for change? **(from Worksheet 3)** Put these scores in the open boxes below.	Column B: 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)
Policy Lever for Change		
1. To what extent does your organization have written policies which ensure that employee access to training and career development opportunities is fair?		
Practice Lever for Change		
2. To what extent has your organization adopted practices which ensure fair access to training and career development opportunities?		
Planning and Evaluation Lever for Change		
3. To what extent does your organization routinely audit the fairness of employees' access to training and career development opportunities?		
Assignment of Roles and Accountabilities Lever for Change		
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?		

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Worksheet #7 (continued)

	Column A: What was your organization's score for each lever for change? **(from Worksheet 3)** Put these scores in the open boxes below.	Column B: 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 fairness of employee access to training and career development?		
Workplace Climate Lever for Change		
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?		
Communication Lever for Change		
7. To what extent does your organization provide employees with equitable access to information about training and career development opportunities?		

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The members of your Equity Initiative Committee can consider the rankings of the Levers for Change in your Training and Career Development 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.

_____

_____

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Task 2: Highlight Ideas for Innovation in the Training and Career Development System

Training and Career Development System Toolkit Worksheet #8
Your Ideas for Innovation in Levers for Change in the Training and Career Development 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
	Training and Career Development Policies		
	Training and Career Development Practices	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 Training and Career Development System. You might want to save your ideas for Practice Innovation until you have	
	Planning and Assessment (e.g., data collection) Related to Training and Career Development		
	Assignment of Roles and Accountabilities for the Equity of Training and Career Development		
	Workplace Culture Related to Training and Career Development		
	Workplace Climate of Inclusion Related to Training and Career Development		
	Communication Related to Training and Career Development		

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Section 2: Training and Career Development Practice Innovations

Task 3: Consider Ideas for Practice Innovation in Training and Career Development

> Directions:
>
> Your organization may want to adopt a design thinking process to imagine possible innovations in training and career development.
>
> > *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 (next page) to guide conversations about selected best practices innovations.

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Training and Career Development 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 expect that supervisors will work with employees in a fair manner to articulate career goals and objectives? (See also Supervision and Mentoring Toolkit.)			
Does your organization provide training/resources that help employees to prepare a career development plan?			
Has your organization specified important competencies associated with different jobs in the organization so that employees can compare their own skills and experiences with the desired competencies for other jobs in the organization (that is, have career pathways/ career lattices been articulated)?			
Is there a widespread recognition that your organization has an "employee learning culture" that values the efforts of all employees to expand their sets of competencies (that is, does the organization value employees' "career capital")?			
Does your organization communicate ways that employees' career development aligns with the organization's strategic directions?			
Does your organization offer formal and/or informal opportunities for employees who hold positions at all levels of the organization to develop/strengthen administrative, management, and leadership competencies?			
Does your organization provide some financial resources to employees who want to pursue their career development goals through training, membership in professional associations, etc.?			
Does your organization recognize and celebrate in a fair way the progress that employees make toward their career development goals?			

Task 4: Prioritize Your Ideas for Training and Career Development Practice Innovation

> Directions:
> The members of your Equity Initiative Committee can use the worksheet below to list their top ideas for training and career development 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.

Training and Career Development System Toolkit Worksheet #10
Your Ideas for Training and Career Development Practice Innovation

Ideas for Possible Innovation	Implementation Factors

Idea # 1: Summary of Key Components	• 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	• 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 ☞	

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Training and Career Development System Toolkit Worksheet #10 (continued)

Ideas for Possible Innovation	Implementation Factors
Idea # 3: Summary of Key Components	• 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 training and career development, as well as people who will determine whether the innovation can be pilot tested.

☞ Go to Step 5 of the Training and Career Development System Toolkit: Implement Pilot of Innovations
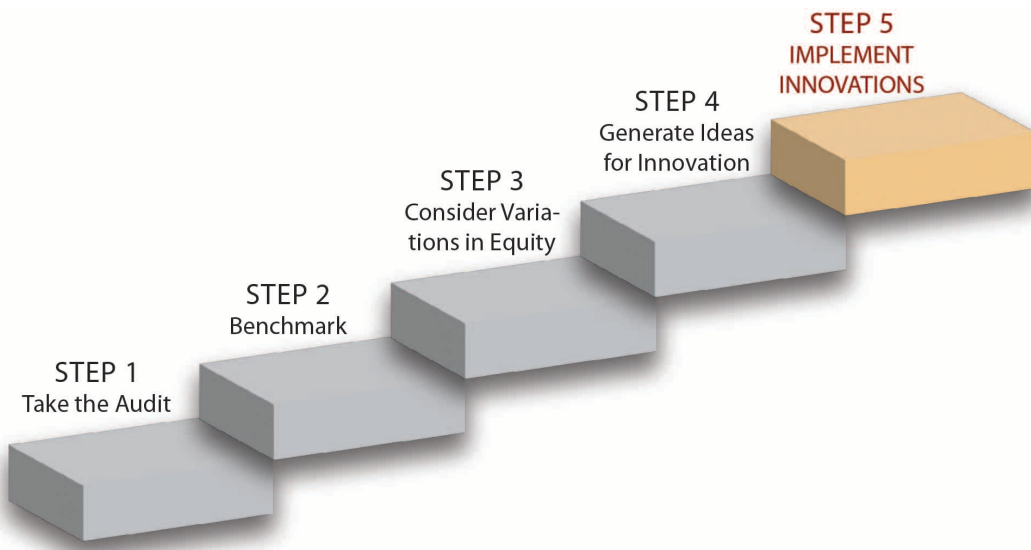

Figure 11: Step 5 of the Training and Career Development System Toolkit