

INCREASING EQUITY AT THE WORKPLACE

COMPENSATION AND BENEFITS 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 Compensation and Benefits 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 Compensation and Benefits System, using the seven Levers for Change.

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

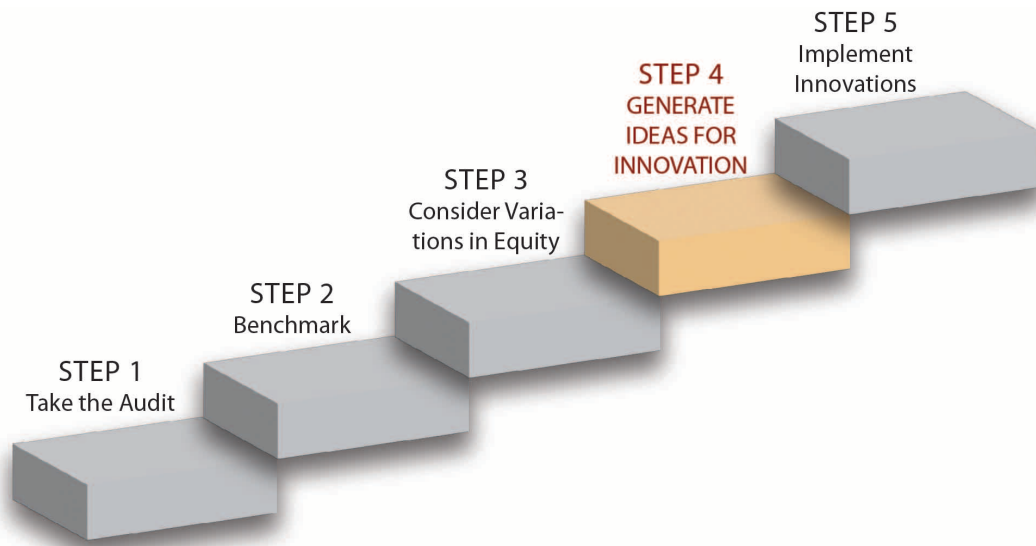


Figure 10: Step 4 of the Compensation and Benefits System Toolkit

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 Compensation and Benefits 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 Compensation and Benefits 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 Compensation and Benefits 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 Compensation and Benefits 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 Compensation and Benefits System Toolkit" for the discussion of the Levers for Change.)

Each of the nine questions in the audit of the Compensation and Benefits System (Step 1) addresses one of the seven Levers for Change:


1. Policies (Question #1)
2. Practices (Questions #2 and #3)
3. Planning/Evaluation (Questions #4 and #5)
4. Assignment of Roles and Accountabilities (Question #6)
5. Workplace Culture (Question #7)
6. Workplace Climate (NA)
7. Communication (Question #8)

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 compensation and benefits 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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Compensation and Benefits System Toolkit Worksheet #7

Ranking the Scores for the Levers for Change in the Compensation and Benefits 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 the fairness of compensation?		
 Practice Levers for Change		
2. To what extent does your organization have written policies which ensure the fairness of compensation? (Add this score to the score for Audit question 3 to compute the average for the Practice Lever for Change, in bold below.)		
3. To what extent does your organization offer a range of benefits to meet the needs of a diverse workforce? (Add this score to the score for Audit question 2 above to compute the average for the Practice Lever for Change, in bold below.)		
Average Score of Two Items Above Use the average of questions 2 and 3 when you rank the Levers for Change in Column B.		
 Planning and Evaluation Levers for Change		
4. To what extent does your organization routinely audit the fairness of employees' access to different types of compensation and benefits?		
5. To what extent do the actions of your organizational leaders indicate that they believe there is a connection between the organization's DEI initiatives and the fairness of compensation and benefits?		
Average Score of Two Items Above Use the average of questions 4 and 5 when you rank the Levers for Change in Column B.		
Worksheet continued on the next page 		

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)
 Assignment of Roles and Accountabilities Lever for Change		
6. To what extent does your organization hold one or more employees (e.g., supervisors; Director of DEI, etc.) accountable for monitoring the fairness of compensation and benefits?		
 Workplace Culture Lever for Change		
7. To what extent do the actions of your organizational leaders indicate that they believe there is a connection between the organization's DEI initiatives and the fairness of compensation and benefits?		
 Workplace Climate Lever for Change		
Please note: There were no measures of "workplace climate" in the Audit related to the Compensation and Benefits System.		
 Communication Lever for Change		
8. To what extent does your organization provide employees with equitable access to information about policies and practices related to compensation and benefits?		

The members of your Equity Initiative Committee can consider the rankings of the Levers for Change in your Compensation and Benefits 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.








Considering Unions

For those organizations that have successfully entered into collective bargaining with unions, some or all of their workforce will be governed by the terms of the resulting contract. According to the National Labor Relations Board (NLRB), the following subjects are required by law and the NLRB to be included in the contract. These include: wages, overtime, bonuses, grievance procedures, safety and work practices, as well as procedures for discharge, layoff, recall, or discipline. Any attempt to audit the equity of employment systems such as Compensation and Benefits, Performance (including appeals), and Separation in a unionized workplace need to take into account the terms of the union contract. some or all of their workforce will be governed by the terms of the resulting contract. According to the National Labor Relations Board (NLRB), the following subjects are required by law and the NLRB to be included in the contract. These include: wages, overtime, bonuses, grievance procedures, safety and work practices, as well as procedures for discharge, layoff, recall, or discipline. Any attempt to audit the equity of employment systems such as Compensation and Benefits, Recruitment and Hiring, Performance Assessment (including appeals), and Separation in a unionized workplace need to take into account the terms of the union contract.

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Task 2: Highlight Ideas for Innovation in the Compensation and Benefits System**Compensation and Benefits System Toolkit Worksheet #8****Your Ideas for Innovation in Levers for Change in the Compensation and Benefits 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.

		Your Ideas for Innovation	Organizational “Stakeholders” (including decision makers) in this Innovation
	Compensation and Benefits Policies		
	Compensation and Benefits 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 Compensation and Benefits 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 Compensation and Benefits		
	Assignment of Roles and Accountabilities for the Equity of Compensation and Benefits		
	Workplace Culture Related to Compensation and Benefits		
	Workplace Climate of Inclusion Related to Compensation and Benefits		
	Communication Related to Compensation and Benefits		



Section 2: Compensation and Benefits Practice Innovations


Task 3: Consider Ideas for Practice Innovation in Compensation and Benefits

Directions:

Your organization may want to adopt a design thinking process to imagine possible innovations in compensation and benefits.

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.

Continue to next page 



Compensation and Benefits 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 offer health insurance for employees ?			
Does your organization offer vision care insurance for employees ?			
Does your organization offer dental insurance for employees ?			
Does your organization offer health insurance for family members ?			
Does your organization offer vision care insurance for family members ?			
Does your organization offer dental insurance for family members ?			
Does your organization offer paid family and medical leave with job guarantees when returning to work?			
Does your organization offer disability insurance coverage (also called temporary disability insurance or sickness and accident insurance)?			
Does your organization offer a plan for long term care?			
Does your organization offer life insurance?			
Does your organization offer paid time off/ PTO (e.g., sick time + vacation time)?			
Does your organization offer Dependent Care Saving Accounts?			
Does your organization offer supports/resources for caring (e.g., information and referral)? (See Employee Resources and Supports Toolkit)?			

Task 4: Prioritize Your Ideas for Compensation and Benefits Practice Innovation

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

Compensation and Benefits System Toolkit Worksheet #10 Your Ideas for Compensation and Benefits 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	

Compensation and Benefits 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 compensation and benefits, as well as people who will determine whether the innovation can be pilot tested.

 **Go to Step 5 of the Compensation and Benefits System Toolkit: Implement Pilot of Innovations**

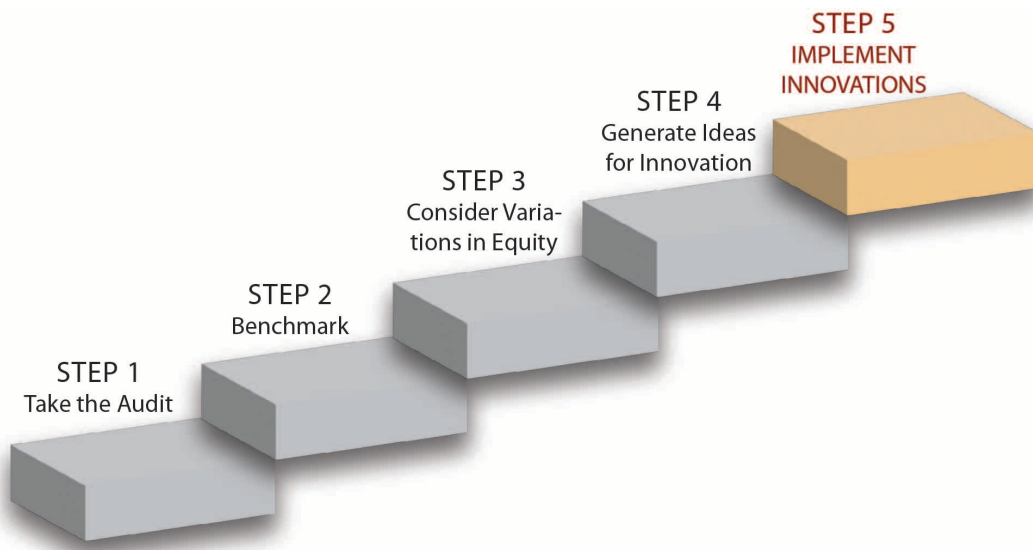


Figure 11: Step 5 of the Compensation and Benefits System Toolkit