INCREASING EQUITY AT THE WORKPLACE

JOB STRUCTURES SYSTEM TOOLKIT

STEP 1:
TAKE THE AUDIT

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WORK EQUITY

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Job Structures System

1.0 Introduction

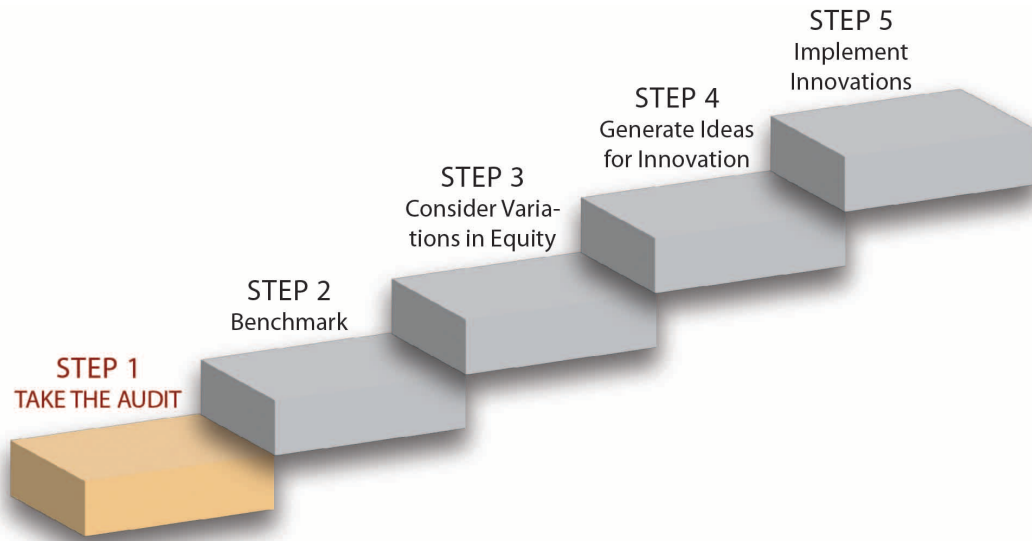Step 1 engages your organization in an audit to assess the equity of your Job Structures System.

Figure 4: Step 1 of the Job Structures 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 Job Structures System to be "key respondents." These are people who have some special insights about the equity of the job structures at your organization.

Some options include:
1. members of your Equity Initiative Committee,
2. people with responsibilities for different aspects of your Job Structures System, including HR experts and managers, and
3. employees who are currently using flexible job structures.

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 Job Structures 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 Job Structures System

Jobs Structures System Toolkit Worksheet #2
Equity Audit Questions for the Job Structures 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 Job Structures 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/anonymous, and
3. how the results of the survey will be shared.

1. To what extent does your organization have written policies which ensure that employees' access to different job structures is fair (for example, flexible work schedules)?
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 specified a fair process that supervisors should follow when considering employee requests for different types of job structures?
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 have practices to ensure that employees who work remotely or those who work non-traditional hours have access to technical assistance and advice?
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 routinely audit the fairness of employees' access to different types of job structures?
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

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5. 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 different types of job structures? 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 encourage employees to discuss work overload with their supervisors?
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 do the actions of your organizational leaders indicate that they believe there is a connection between DEI initiatives and equitable access to different job structures?
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

8. To what extent has your organization "normalized" and de-stigmatized the use of different types of job structures?
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

9. To what extent has your organization adopted practices to ensure that all employees have equitable access to information about the different types of job structures available to them?
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

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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.

Jobs Structures System Toolkit Worksheet #3
Sample Tally Sheet for Audit Questions

Question	Answer "Score" Respondent #1	Answer "Score" Respondent #2	Etc.	Sum Total/Divided by # Respondents to Get Average Score for Your Organization **Keep for Step 2 (Benchmark) and Step 4 (Innovations).**
1. To what extent does your organization have written policies which ensure that employees' access to different job structures is fair (for example, flexible work schedules)?				
2. To what extent has your organization specified a fair process that supervisors should follow when considering employee requests for different types of job structures?				
3. To what extent does your organization have practices to ensure that employees who work remotely or those who work non-traditional hours have access to technical assistance and advice?				
4. To what extent does your organization routinely audit the fairness of employees' access to different types of job structures?				
5. 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 different types of job structures?				
6. To what extent does your organization encourage employees to discuss work overload with their supervisors?				
7. To what extent do the actions of your organizational leaders indicate that they believe there is a connection between DEI initiatives and equitable access to different job structures?				
8. To what extent has your organization "normalized" and de-stigmatized the use of different types of job structures?				
9. To what extent has your organization adopted practices to ensure that all employees have equitable access to information about the different types of job structures available to them?				

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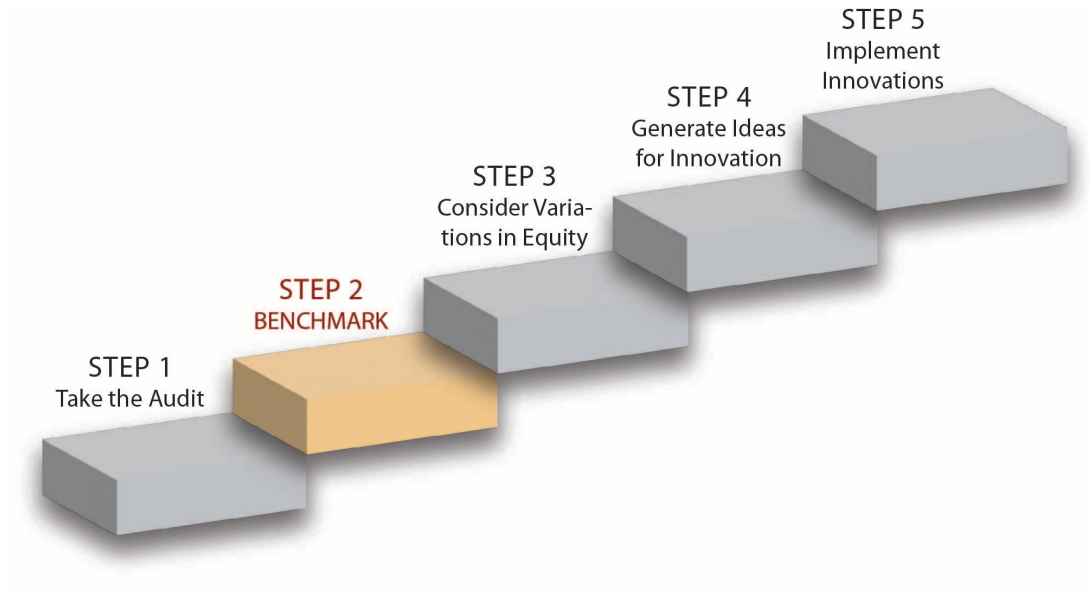
☞ Go to Step 2 of the Job Structures System Toolkit: Benchmark

Figure 5: Step 2 of the Job Structures System Toolkit