

INCREASING EQUITY AT THE WORKPLACE

PROMOTION SYSTEM TOOLKIT



**STEP 1:
TAKE THE AUDIT**



BOSTON COLLEGE

School of Social Work

WORK EQUITY

Directors

Marcie Pitt-Catsoupes, PhD

Samuel L. Bradley, Jr., DSW

Kathleen Christensen, PhD

Work Equity is an initiative of the Center for Social Innovation at the Boston College School of Social Work.

www.bc.edu/workequity

Questions?

Please contact us at workequity@bc.edu

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1.0 Introduction

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

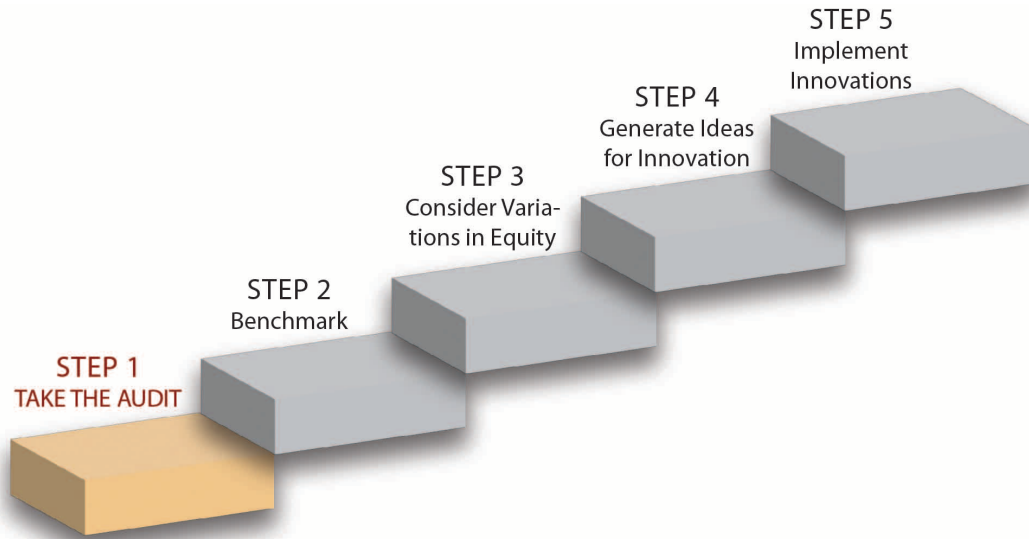


Figure 4: Step 1 of the Promotion System Toolkit

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 Promotion System to be “key respondents.” These are people who have some special insights about the equity of the promotion at your organization.

Some options include:

1. members of your Equity Initiative Committee,
2. people with responsibilities for different aspects of your Promotion 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 Promotion 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 Promotion System

Promotion System Toolkit Worksheet #2 Equity Audit Questions for the Promotion 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 Promotion 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 the fairness of promotions?
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 are promotion decisions made in a transparent manner?
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 promotions?
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 promotions?
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 the fairness of promotions?
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 will make decisions about promotions in an equitable manner?
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 promotion 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.

Promotion 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 Organiza- tion Keep for Step 2 (Benchmark) and Step 4 (Innovations).
1. To what extent does your organization have written policies which ensure the fairness of promotions?				
2. To what extent are promotion decisions made in a transparent manner?				
3. To what extent does your organization routinely audit the fairness of promotions?				
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?				
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?				
6. To what extent does your organization set expectations that managers and supervisors will make decisions about promotions in an equitable manner?				
7. To what extent does your organization provide employees with equitable access to information about promotion opportunities?				



 **Go to Step 2 of the Promotion System Toolkit: Benchmark**

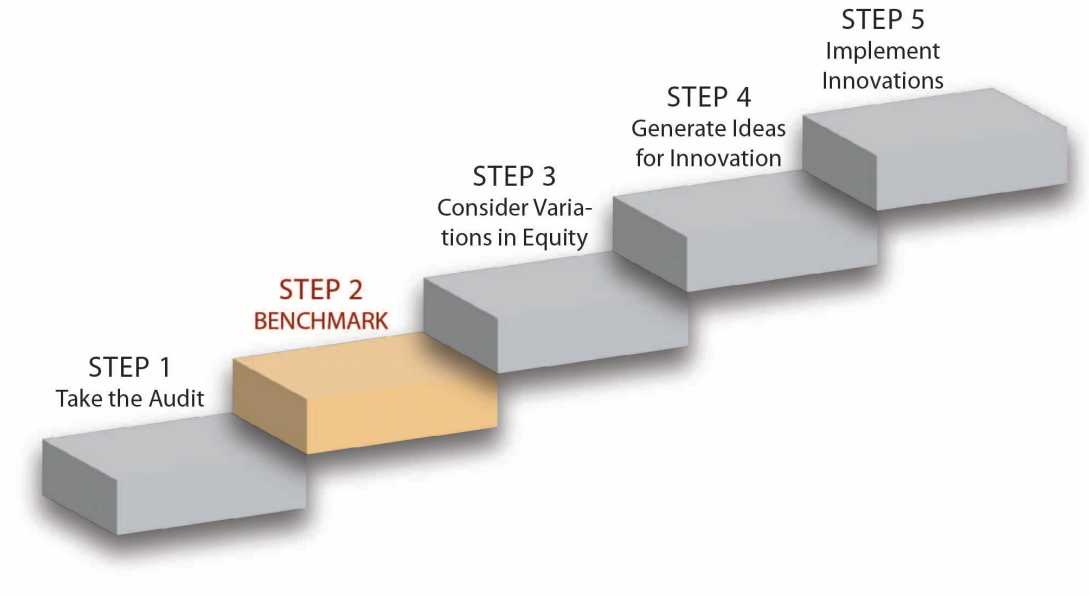


Figure 5: Step 2 of the Promotion System Toolkit