INCREASING EQUITY AT THE WORKPLACE

TRAINING AND CAREER DEVELOPMENT SYSTEM TOOLKIT

EQUITY

STEP 5:
IMPLEMENT INNOVATIONS

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Training and Career Development System

5.0 Introduction

This section of the Toolkit for the Training and Career Development System helps your organization get ready to implement a pilot of an innovation that can strengthen the equity of your Training and Career Development System.
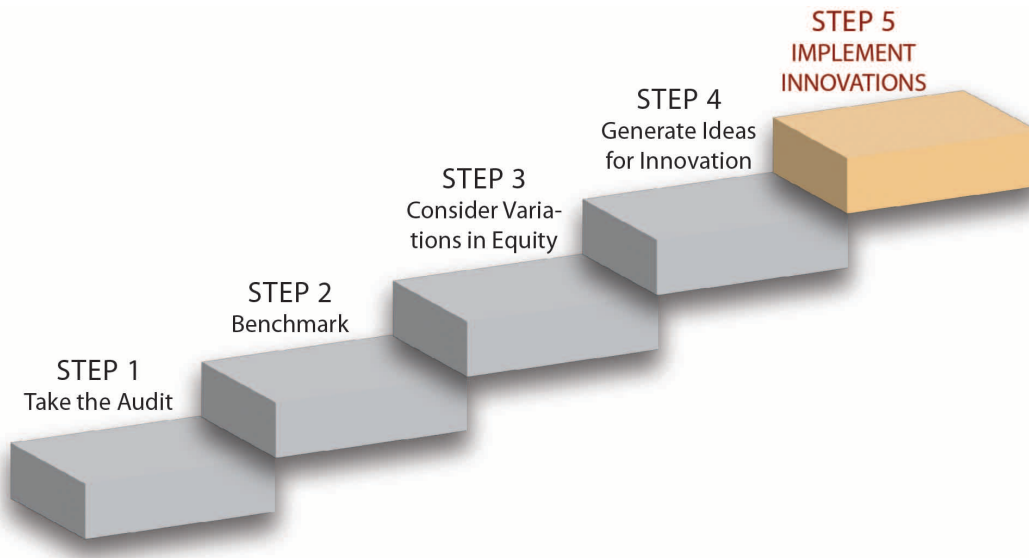

Figure 12: Step 5 of the Training and Career Development System Toolkit

5.1 Roles and Responsibilities

The members of your Equity Initiative Committee will make recommendations about metrics and the plan for implementation of the pilot innovation.

It is likely that the success of the pilot will be enhanced if the leader(s) of your Equity Initiative consult(s) with people who might directly or indirectly affect the implementation of the pilot – people such as supervisors, HR specialists, and members of your Strategic Operations Department.

5.2 Step 5 Tasks

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Task 1: Adopt Metrics for Possible Innovation in the Training and Career Development System.

Your organization might select one or more of the measures listed in Figure 13 below to gauge the success of changes made to your Diversity-Equity-Inclusion strategies

Before (%)	Sample Metrics to Consider	After (%)
	% employees with written career development goals, objectives and plans, analyzed by demographic and social identity groups (as data are available).	
	% of **supervisors** satisfied with the training/resources they have received to work with employees on their career development goals and objectives.	
	% employees requesting training, analyzed by demographic and social identity groups (as data are available).	
	% of employees who report that their access to training is "fair", analyzed by demographic and social identity groups (as data are available).	
	% employees participating in some type of training relevant to current or possible future positions, analyzed by demographic and social identity groups (as data are available).	
	% employees "satisfied/very satisfied" with the accessibility of training, analyzed by demographic and social identity groups (as data are available).	
	% of employees who leave the organization and who mention that lack of access to career development options influenced their decision to leave.	

Figure 13: Sample Metrics

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Directions:

The members of your Equity Initiative Committee can use the worksheet below to begin to plan for data collection that can help your organization assess the effectiveness of your pilot innovation.

The Leader(s) of your Equity Initiative Committee could invite top managers to suggest metrics that are important to strategic business goals and objectives.

	How will information be gathered?	What is the timing/frequency of data collection?	Who will be responsible for gathering the data?
Metric 1:			
Metric 2:			

Task 2: Monitor the Implementation

Your organization will want to gather information about things that have gone well/not well with the pilot.

In addition, your organization might find it helpful to consider whether the innovation that you introduced has had an impact on other Levers for Change in the equity of your Training and Career Development System. For example, if the pilot innovation tested by your organization focused on the assignment of oversight roles and accountabilities for employees' fair access to training and career development, your organization might want to think about whether it should adopt an innovation related to data collection (that is, the Planning and Evaluation Lever for Change) in the Training and Career Development System. (See Figure 14, next page.)
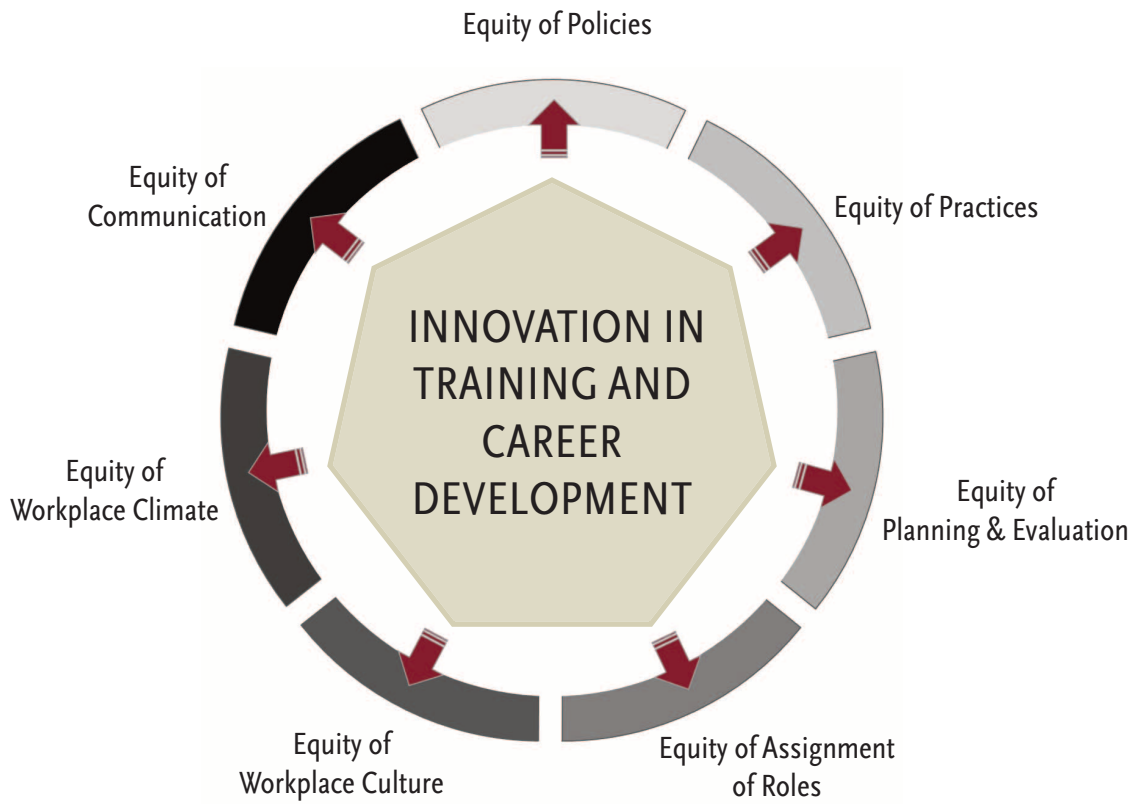
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Figure 14: Impact of Innovations on Levers for Change

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Training and Career Development System Toolkit Worksheet #12
Impact of Innovation on Other Levers for Change – New Opportunities for Increasing Equity

> **Directions:**
>
> Use the worksheet below to record your thoughts about how the pilot innovation you introduced might have "opened doors" for innovation in each of the Levers for Change.

	Levers for Change	If "yes," what was the impact of the innovation on other Levers for Change?	If "yes," are there additional opportunities for strengthening equity of your organization's Training and Career Development System using other Levers for Change?
	Did your organization make a change in training and career development **Policies**? _____ No _____Yes		
	Did your organization make a change in training and career development **Practices**? _____ No _____Yes		
	Did your organization make a change in **Planning and Assessment** (e.g., data collection) related to training and career development? _____ No _____Yes		
	Did your organization make a change in the assignment of **Roles and Accountabilities** for the equity of training and career development? _____ No _____Yes		
	Did your organization make a change in workplace **Culture** related to training and career development? _____ No _____Yes		
	Did your organization make a change in workplace **Climate** of inclusion related to training and career development? _____ No _____Yes		
	Did your organization make a change in **Communication** related to training and career development? _____ No _____Yes		

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Task 3: Consider How Your Innovation in the Training and Career Development System Might Have Affected Other Employment Systems

As suggested by Figure 15, innovations introduced to your organization's Training and Career Development System might affect some of the other employment systems. For example, your organization might change some of its benefits options if employees are allowed to work remotely (for example, resources for a home office, etc.).

Figure 15: Connecting Innovation in Training and Career Development to New Opportunities for Change in Other Employment Systems

The members of your Equity Initiative Committee can discuss whether the innovation introduced into your Training and Career Development System "spilled over" into any other employment systems. Record their observations below.

_____

_____

_____

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Task 4: *Make Recommendations for Permanent Adoption of Innovations in Training and Career Development*

Training and Career Development System Toolkit Worksheet #13
Communicating Success

Directions:

In consultation with the members of the Equity Initiative Committee, the Leader(s) should prepare communications that share messages about the success of the pilot, as well as opportunities for improving the equity of the Training and Career Development System at your organization.

Who is the "target audience" (for example, top management, supervisors, employees, HR, etc.)?	What are the most important messages you should share with them?	When should the messages be sent?	How should the messages be delivered (and by whom)?

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Congratulations for navigating your way toward increased equity in the Training and Career Development System at your organization!