

INCREASING EQUITY AT THE WORKPLACE

EMPLOYEE PERFORMANCE ASSESSMENT
AND FEEDBACK SYSTEM TOOLKIT



**STEP 2:
BENCHMARK**



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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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Work Equity is grateful for funding received from WorkRise for the National Study of Workplace Equity. We are also appreciative of our partnership with SHRM and its support of this study. To read more about this study, go to: <https://www.bc.edu/content/bc-web/schools/ssw/sites/center-for-social-innovation/projects/the-national-study-of-workplace-equity.html>

2.0 Introduction

Step 2 enables your organization to benchmark your responses to the Audit of your Employee Performance Assessment and Feedback System (completed in Step 1) against the findings of the National Study of Workplace Equity¹.

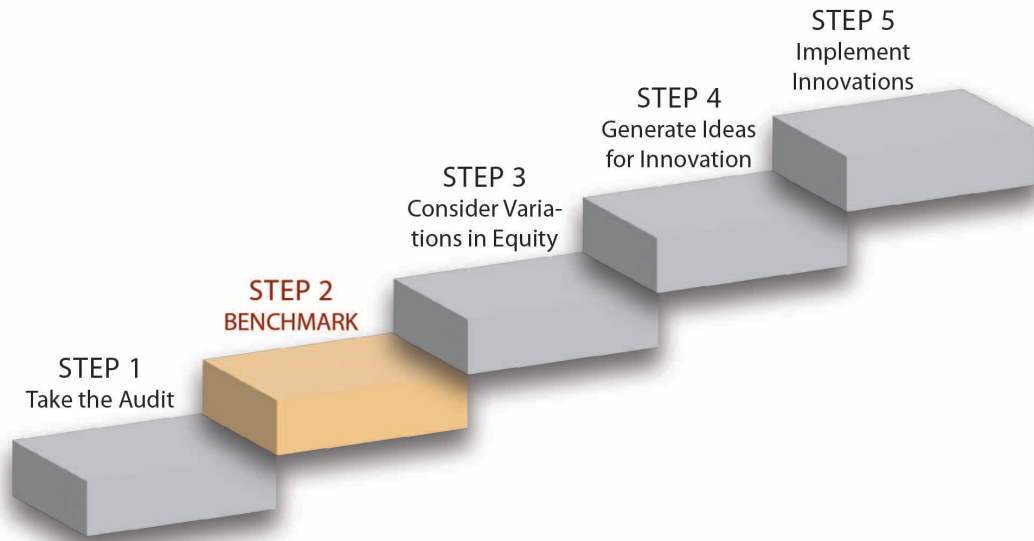


Figure 6: Step 2 of the Employee Performance Assessment and Feedback System Toolkit

2.1 Roles and Responsibilities

The Leader(s) of your Employee Performance Assessment and Feedback System Equity Initiative should assume responsibility for Task 1 (recording the average scores pertaining to the Audit questions) and Task 2 (comparing your organization's average scores to the dataset of the National Study of Workplace Equity).

The Equity Initiative Committee can meet and discuss the implications of the benchmarking results.

2.2 Step 2 Tasks

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Task 1: Compare Your Organization's Average Scores on the Equity Audit to the National Study of Workplace Equity

Employee Performance Assessment and Feedback System Toolkit Worksheet #4 Your Organization's Average Audit Scores

Directions:

In the right-hand column, your Leader(s) should record the information from Worksheet #3 that you completed in Step 1 of this Toolkit.

You will use the average scores from this Worksheet #4 to complete Worksheet #5 below.

	Your Organization's Average Scores From Worksheet #3 (scores ranging from 1.0 to 4.0)
1. To what extent does your organization have written policies which ensure that the assessment of employees' performance is fair?	
2. To what extent are employees in your organization able to question the content of a performance assessment which they perceive as being unfair?	
3. To what extent does your organization routinely audit the fairness of the performance assessment systems?	
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 performance assessment?	
5. To what extent do the actions of your organizational leaders indicate that they believe that there is connection between the organization's DEI initiatives and the fairness of employee performance assessment?	
6. To what extent does your organization set expectations that managers and supervisors will respect the unique experiences and competencies of employees from diverse backgrounds when conducting employee performance assessments?	
7. To what extent does your organization provide employees with equitable access to information about the process of employee performance assessments?	

Task 2: Benchmark

Directions:
 The Leader(s) of your Equity Initiative should record your organization’s average scores (from Worksheet #4 above) on the graph below so that you can compare your score to the averages from the National Study of Workplace Equity.

Employee Performance Assessment and Feedback System Toolkit Worksheet #5

Compare Your Organization’s Average Scores to the National Averages

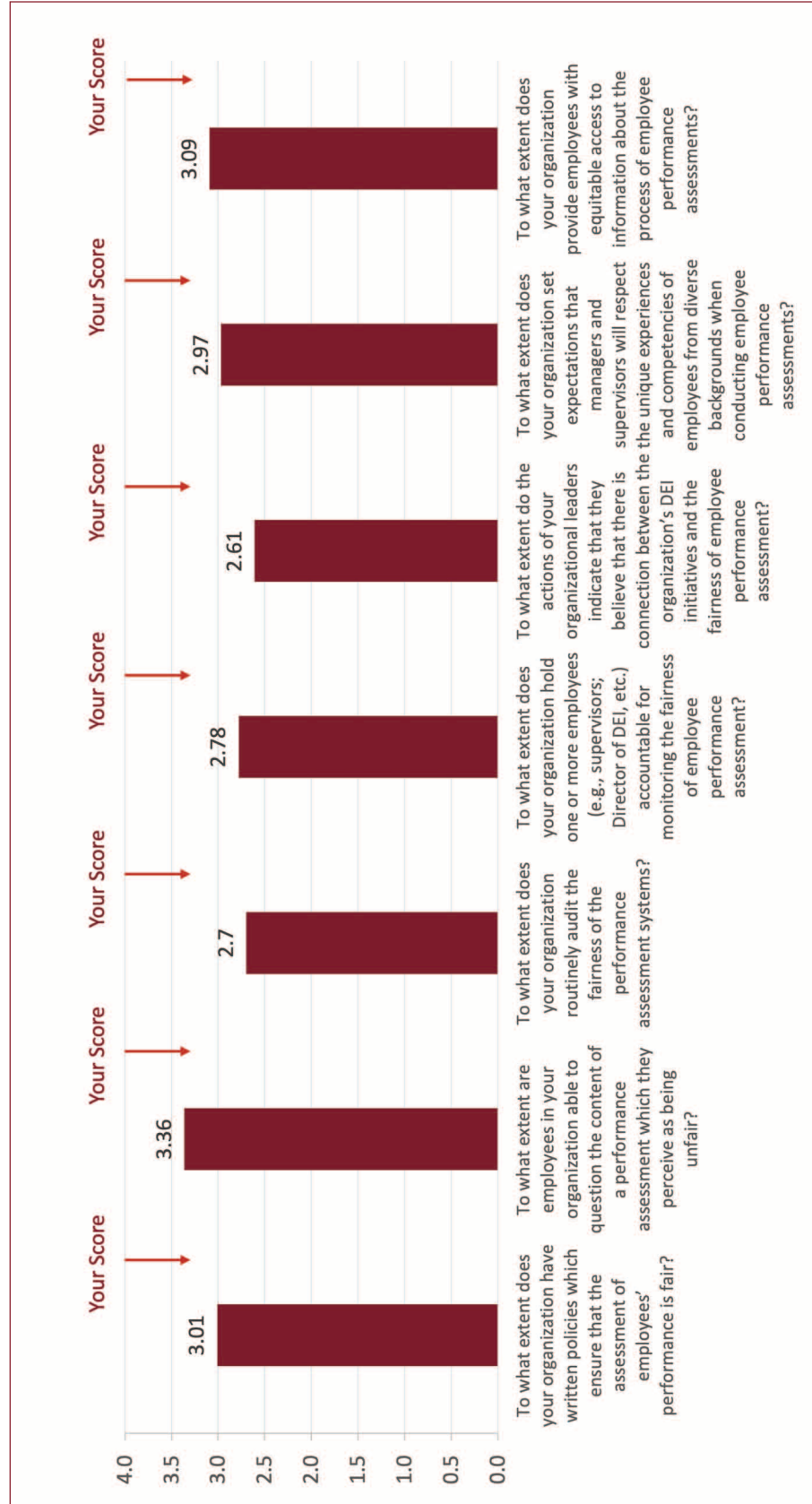
Go to Page 6 for Worksheet #5 



The members of your Equity Initiative Committee should discuss the **strengths** of the equity of your Employee Performance Assessment and Feedback System in comparison to the scores from the National Study of Workplace Equity. The Leader(s) of your Equity Initiative can record key observations made by committee members below.

The members of your Equity Initiative Committee should discuss the **weaknesses** of the equity of your Employee Performance Assessment and Feedback System in comparison to the scores from the National Study of Workplace Equity. The Leader(s) of your Equity Initiative can record key observations made by committee members below.

Employee Performance Assessment and Feedback System Toolkit Worksheet #5



Our analyses of the data from the National Study of Workplace Equity indicate that organizations with fewer than 500 employees are:

1. **more** likely to allow employees to question the content of a performance assessment which they perceive as being unfair, and
2. **more** likely to hold one or more employees accountable for monitoring the fairness of employee performance assessment..

The members of your Equity Initiative Committee can discuss implications that the **size of your workforce** has for your Employee Performance Assessment and Feedback System. The leader(s) of your Equity Initiative can record key observations made by committee members below.



Go to Step 3 of the Employee Performance Assessment and Feedback System Toolkit: Consider Variations in Equity

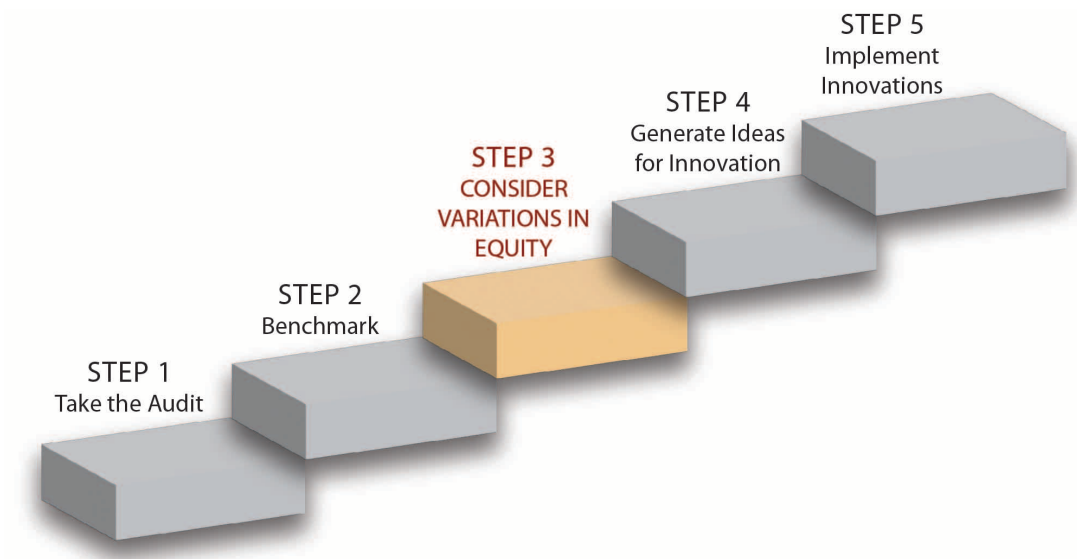


Figure 7: Step 3 of the Employee Performance Assessment and Feedback System Toolkit