

INCREASING EQUITY AT THE WORKPLACE

PROMOTION 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 Promotion System (completed in Step 1) against the findings of the National Study of Workplace Equity¹.

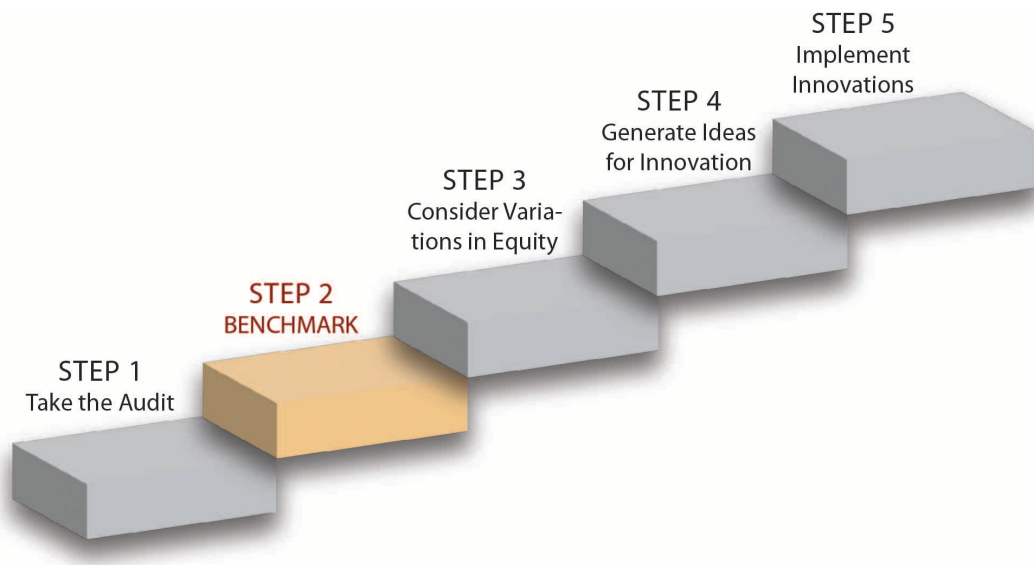


Figure 6: Step 2 of the Promotion System Toolkit

2.1 Roles and Responsibilities

The Leader(s) of your Promotion 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

Promotion 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 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?	



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.

Promotion System Toolkit Worksheet #5

Compare Your Organization’s Average Scores to the National Averages

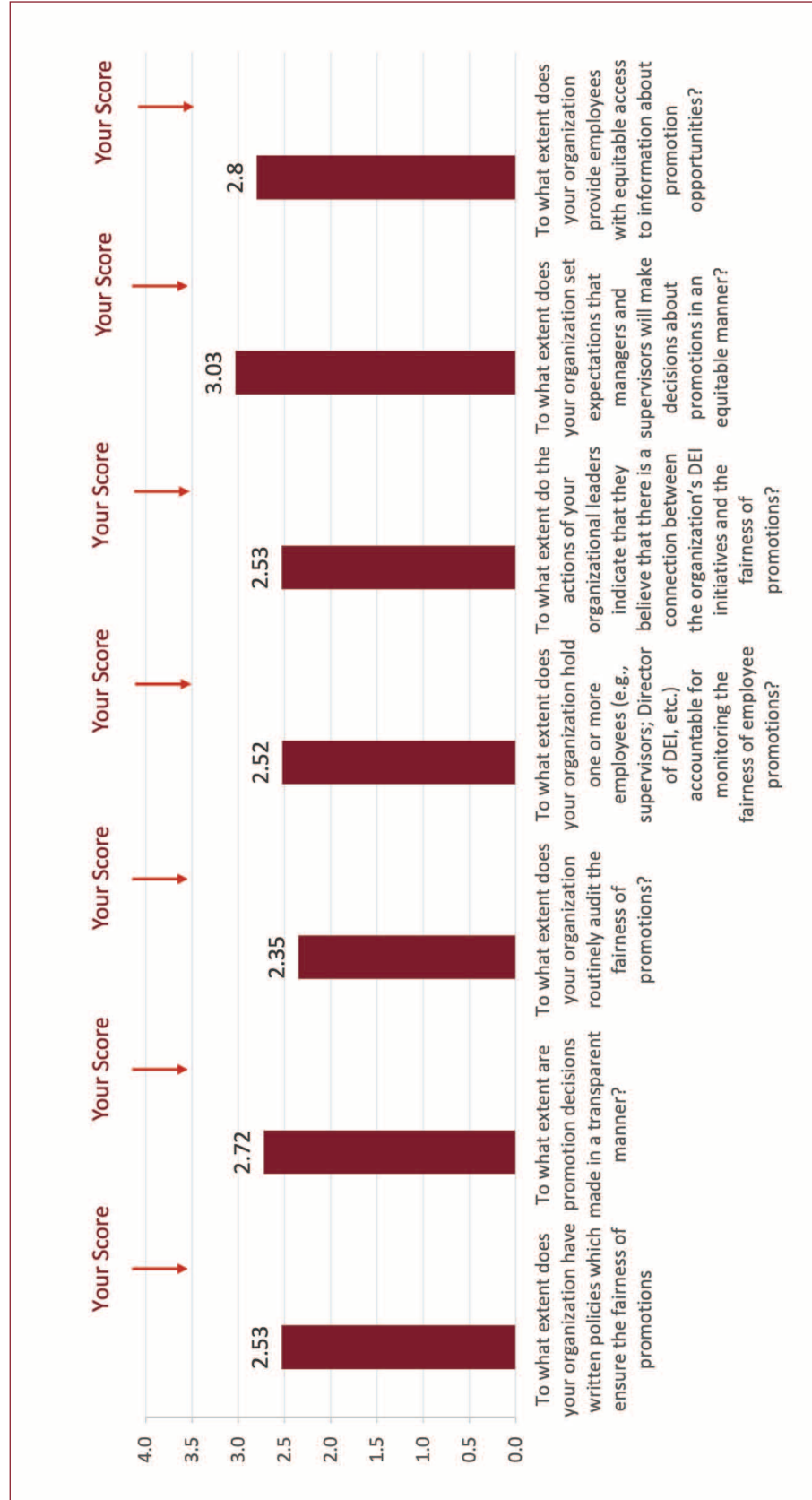
Go to Page 6 for Worksheet #5

The members of your Equity Initiative Committee should discuss the **strengths** of the equity of your Promotion 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 Promotion 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.

Promotion System Toolkit Worksheet #5

Compare Your Organization's Average Scores to the National Averages



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

- **less** likely to have written policies which ensure the fairness of promotions.

The members of your Equity Initiative Committee can discuss implications that the **size of your workforce** has for your Promotion System. The Leader(s) of your Equity Initiative can record key observations made by committee members below.



 **Go to Step 3 of the Promotion System Toolkit: Consider Variations in Equity**

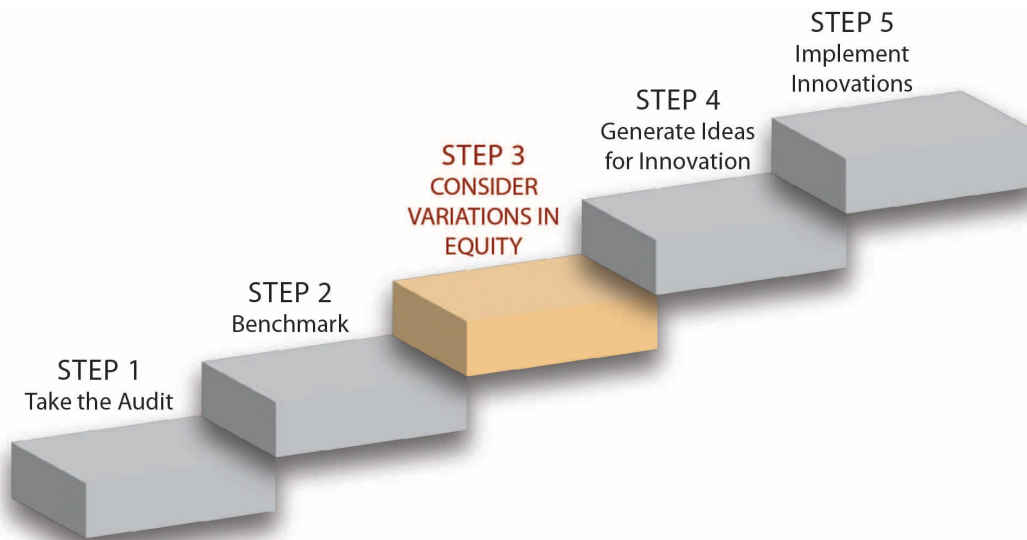


Figure 7: Step 3 of the Promotion System Toolkit