

INCREASING EQUITY IN THE WORKPLACE

COMPENSATION AND BENEFITS SYSTEM
TOOLKIT



EP :
MAKE HEADLINE



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Wo k E r i 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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1.0 Introduction

Step 1 engages your organization in an audit to assess the equity of your Compensation and Benefits System.



Figure 4: Step 1 of the Compensation and Benefits 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 Compensation and Benefits System to be “key respondents.” These are people who have some special insights about the equity of the compensation and benefits at your organization.

Some options include:

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

Compensation and Benefits System Toolkit Worksheet #2 Equity Audit Questions for the Compensation and Benefits 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 Compensation and Benefits 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 compensation?
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 does your organization have practices to ensure that employee access to benefits is fair, without regard to employees’ demographic or social identities?
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 offer a range of benefits to meet the needs of a diverse workforce?
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 conduct pay audits?
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 does your organization routinely audit the fairness of the Benefits System?
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 hold one or more employees (e.g., supervisors; Director of DEI, etc.) accountable for monitoring the fairness of compensation and benefits?
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 the organization's DEI initiatives and the fairness of compensation and benefits? 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 does your organization provide employees with equitable access to information about policies and practices related to compensation and benefits?
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.

Compensation and Benefits System Toolkit Worksheet #3
 Sample Tally Sheet for Audit Questions



Question	Answer "Score" Respondent #1	Answer "Score" Respondent #2	Etc.	Total/Divided by # Respondents to Get Average Score for Your Organization K 2 (B k) 4 (l).
1. To what extent does your organization have written policies which ensure the fairness of compensation?				
2. To what extent does your organization have practices to ensure that employee access to benefits is fair, without regard to employees' demographic or social identities?				
3. To what extent does your organization offer a range of benefits to meet the needs of a diverse workforce?				
4. To what extent does your organization routinely conduct pay audits?				
5. To what extent does your organization routinely audit the fairness of the Benefits System?				
6. To what extent does your organization hold one or more employees (e.g., supervisors; Director of DEI, etc.) accountable for monitoring the fairness of compensation and benefits?				
7. To what extent do the actions of your organizational leaders indicate that they believe there is a connection between the organization's DEI initiatives and the fairness of compensation and benefits?				
8. To what extent does your organization provide employees with equitable access to information about policies and practices related to compensation and benefits?				

Go to Step 2 of the Compensation and Benefits System Toolkit: Benchmark



Figure 5: Step 2 of the Compensation and Benefits System Toolkit