



## PROMOTION SYSTEM TOOLKIT





## Directors

Marcie Pitt-Catsoupes, PhD  
Samuel L. Bradley, Jr., DSW  
Kathleen Christensen, PhD

**W E** is an initiative of the Center for Social Innovation at the Boston College School of Social Work.  
[www.bc.edu/workequity](http://www.bc.edu/workequity)

Questions?  
Please contact us at [workequity@bc.edu](mailto:workequity@bc.edu)

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## Introduction to Our Approach: Employment Systems and Levers for Change

Work Equity at Boston College has prepared toolkits to help employers strengthen the equity of employment systems at the workplace.

As indicated in Figure 1, we have selected 10 employment systems for equity assessments. This Toolkit focuses on the equity of the **P** **S** .



The term “promotion” refers to:

- an increase in job responsibilities with a commensurate increase in compensation.

We recognize that your organization has access to seven mechanisms that have the potential to address some of the root causes of inequities embedded in your organization’s employment systems. We refer to these mechanisms as **L** **C a** . (See Figure 1.)

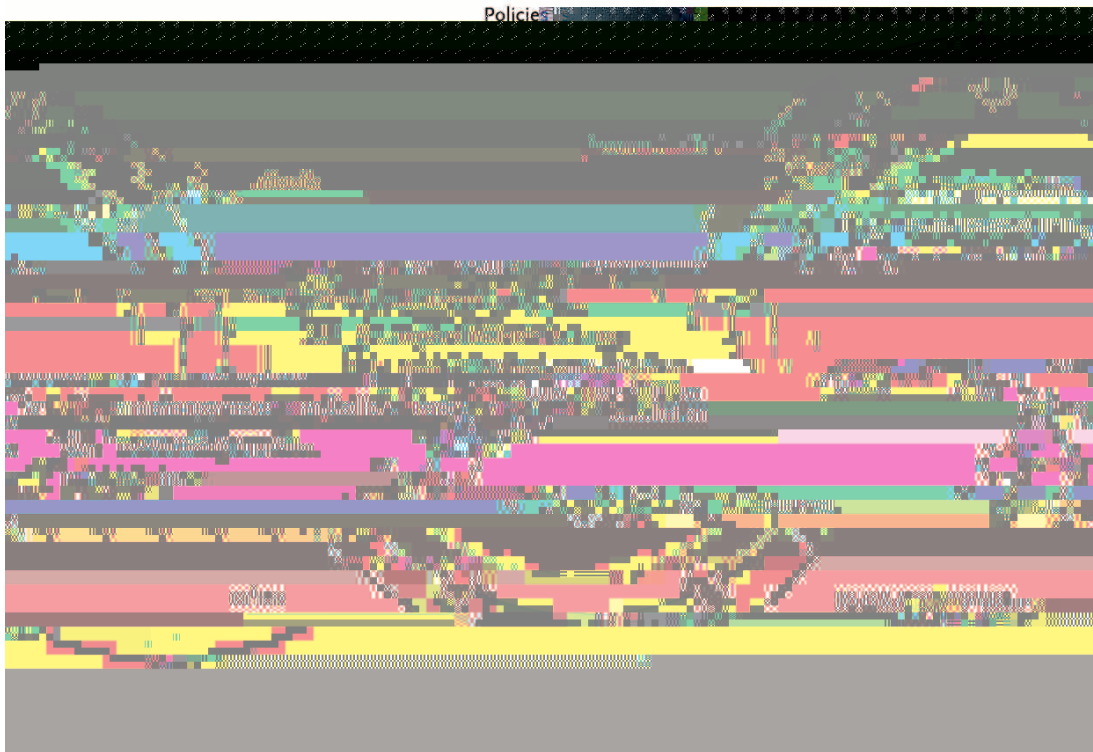


Figure 1: Employment Systems and Levers for Change

*We consider Levers for Change to be different ways that your organization can strengthen the equity of your Promotion System.*



We use the following definitions of the Levers for Change:



Formal (typically written) policies that establish expectations for various processes, including the equity of employment systems, such as policies that govern recruitment and hiring.



Written or unwritten specification of steps used to complete tasks, including activities that could affect the equity of employment systems, such as “best practices” related to the supervision of employees.



Planning, data collection and interpretation of information related to the equity of employment systems, such as conducting “audits” of compensation.



Designation of one (or more) person(s) who is accountable for Diversity-Equity-Inclusion (DEI) activities related to the equity of one (or more) employment system(s), such as the selection of an HR person to assess the equity of annual employee performances.



Values and principles espoused by the organization, including values related to Diversity-Equity-Inclusion, such as statements by top managers about the importance of workforce diversity for innovation.



Employees’ sense of their everyday work experiences, particularly experiences that affect perceptions of inclusion (that is, a sense of: belonging to the organization, being treated with respect, etc.), such as being invited to offer opinions about decisions that affect employees’ jobs.



Access to information, including information about the equity of employment systems, such as information about possible promotion opportunities.

We will re-visit the Levers for Change for the Promotion System in Steps 3 and 4 of this Toolkit.



## Steps of Your Promotion System Equity Initiative

The Promotion System Equity Toolkit is organized into 5 steps. (See Figure 2.)

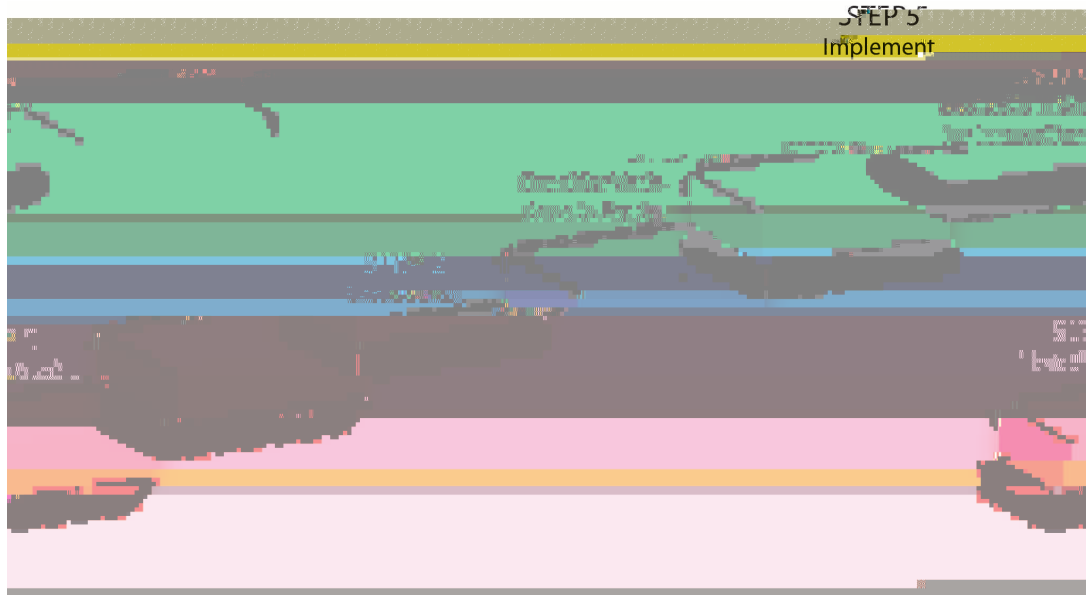


Figure 2: Steps in the Promotion System Toolkit

Each of the steps in the Toolkit reflects a design thinking process:

- **a** **a** about equity issues and opportunities (Step 1: Take the Audit),
- gaining insight about possible **ca** of inequities (Step 2: Benchmark),
- getting **d** **d** **a** **d** of employees' experiences (Step 3: Consider Variations in Equity),
- **b** **a** **a** **d** **d** **a** for innovation in your Promotion System (Step 4: Generate Ideas for Innovation), and
- (Step 5: Implement Innovations).

## Roles and Responsibilities for Your Equity Assessment

It is possible that one person – for example, a department manager – might decide to work on some or all the 5 steps of the Toolkit as a way to:

1. systematically think about the equity of the Promotion System, and
2. get ready to share ideas about the equity of Promotion System and garner the support of top leaders of the organization.

However, organizations that want to make (or renew) a commitment to innovations in DEI will probably find it important to engage a group of people (possibly from different areas of the organization) in each of the Toolkit activities.



Your organization should make decisions about assigning the following roles and responsibilities:

**Leadership Roles:** Typically, the Leader will:  
 (1) invite/select people to participate in the Promotion System Equity Initiative,  
 (2) manage the project (for example, scheduling meetings and preparing materials),  
 (3) monitor progress with the five steps in the Toolkit, and  
 (4) ensure that communications related to the Equity Initiative are prepared and distributed to the appropriate audiences.

**Membership:** The Leader(s) of your Equity Initiative might decide to invite the members of an existing committee (such as a Diversity-Equity-Inclusion Committee) to participate in the Equity Initiative. In some situations, however, it might be necessary for the Leader(s) to expand the membership of an existing committee or to form an entirely new task force or committee. The members of the committee should have diverse perspectives and experiences that could be relevant to the work.

**Stakeholder Engagement:** The Leader(s) of your Equity Initiative might want to periodically consult with and/or get feedback from employees at the organization who are not officially on the Equity Initiative Committee. For example, supervisors might have interesting perspectives about the strengths and weaknesses of different aspects of the organization's Promotion System.

**Top Management Support:** It will be the responsibility of top managers to communicate their support for the Promotion System Equity Initiative and to articulate how equity at the workplace aligns with key business goals and strategies.

## The Process

Organizations might complete the five steps over several months.

### Directions:

The Equity Initiative Leader can use Worksheet #1 (next page) to clarify target dates for the completion of each step. This worksheet should be reviewed by the Equity Initiative Committee and adjustments should be made, as needed.

Go to next page for Worksheet #1



## Promotion System Toolkit Worksheet #1

### Sample Workplan for Completing Tasks for the Promotion System Toolkit

/	/	/
1:	A	
Prepare a letter/email inviting employees to join the Promotion System Equity Initiative.		
Confirm the membership of the Promotion System Equity Initiative Committee.		
1:	A	
Distribute questions to people who will take survey. (Worksheet #2)		
Aggregate the responses. (Worksheet #3)		
2:	B	
Copy average scores onto Worksheet. (Worksheet #4)		
Compare your organization's scores to data from the National Study of Workplace Equity. (Worksheet #5)		
Discuss the results of your benchmarking with the Equity Initiative Committee.		
3:	C	
Convene a meeting of the Equity Initiative Committee to discuss Worksheet #6.		
4:		
Convene a meeting(s) to generate ideas for innovation.		
Determine strengths of Levers for Change. (Worksheet #7)		
Consider innovations in Levers for Change in the Promotion System. (Worksheet #8)		
Consider ideas for promotion practice innovations. (Worksheet #9)		
Prioritize ideas for innovation in the Promotion System. (Worksheet #10)		
5:		
Specify metrics to measure possible change associated with the pilot of innovation. (Worksheet #11)		
Consider impact of promotion innovation on other Levers for Change. (Worksheet #12)		
Implement pilot.		
Monitor implementation process.		
Convene meeting to consider possible implications for the equity of other employment systems.		
Communicate outcomes associated with pilot. (Worksheet #13)		



Go to Step 1 of the Promotion System Toolkit: Take the Audit.

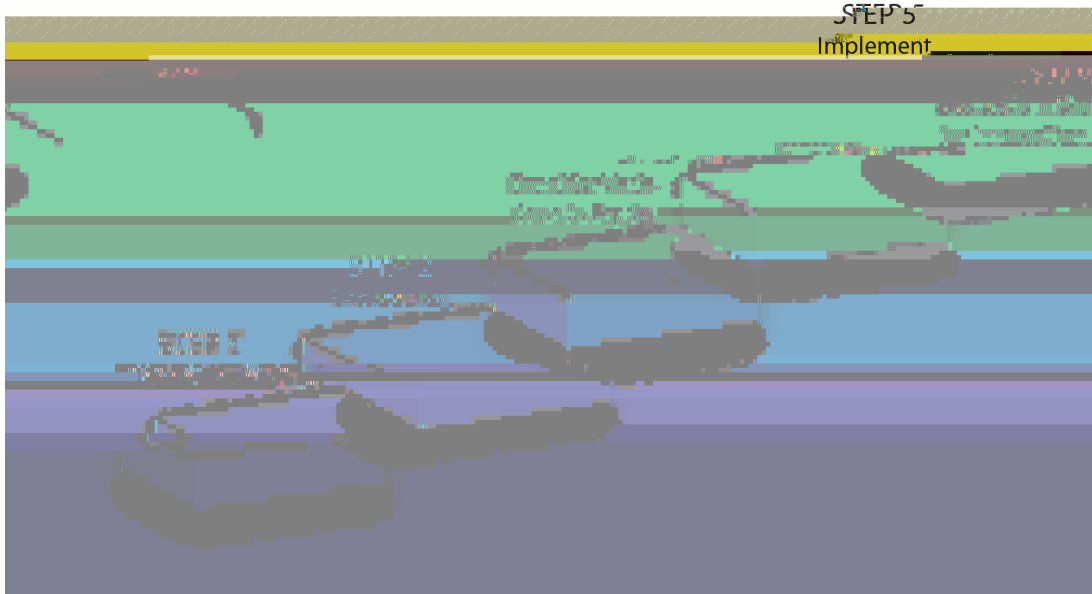


Figure 3: Step 1 of the Promotion System Toolkit