

INCREASING EQUITY AT THE WORKPLACE

JOB STRUCTURES 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 Job Structures System (completed in Step 1) against the findings of the National Study of Workplace Equity¹.

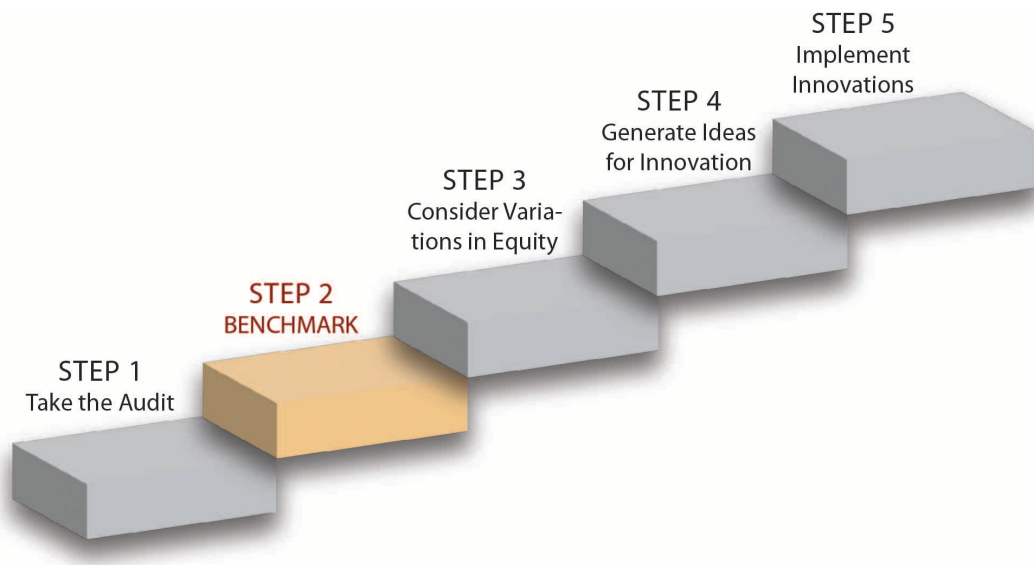



Figure 6: Step 2 of the Job Structures System Toolkit

2.1 Roles and Responsibilities

The Leader(s) of your Job Structures 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

Jobs Structures 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 employees' access to different job structures is fair (for example, flexible work schedules)?	
2. To what extent has your organization specified a fair process that supervisors should follow when considering employee requests for different types of job structures?	
3. To what extent does your organization have practices to ensure that employees who work remotely or those who work non-traditional hours have access to technical assistance and advice?	
4. To what extent does your organization routinely audit the fairness of employees' access to different types of job structures?	
5. 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 access to different types of job structures?	
6. To what extent does your organization encourage employees to discuss work overload with their supervisors?	
7. To what extent do the actions of your organizational leaders indicate that they believe there is a connection between DEI initiatives and equitable access to different job structures?	
8. To what extent has your organization "normalized" and de-stigmatized the use of different types of job structures?	
9. To what extent has your organization adopted practices to ensure that all employees have equitable access to information about the different types of job structures available to them?	



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.

Jobs Structures System Toolkit Worksheet #5

Compare Your Organization’s Average Scores to the National Averages

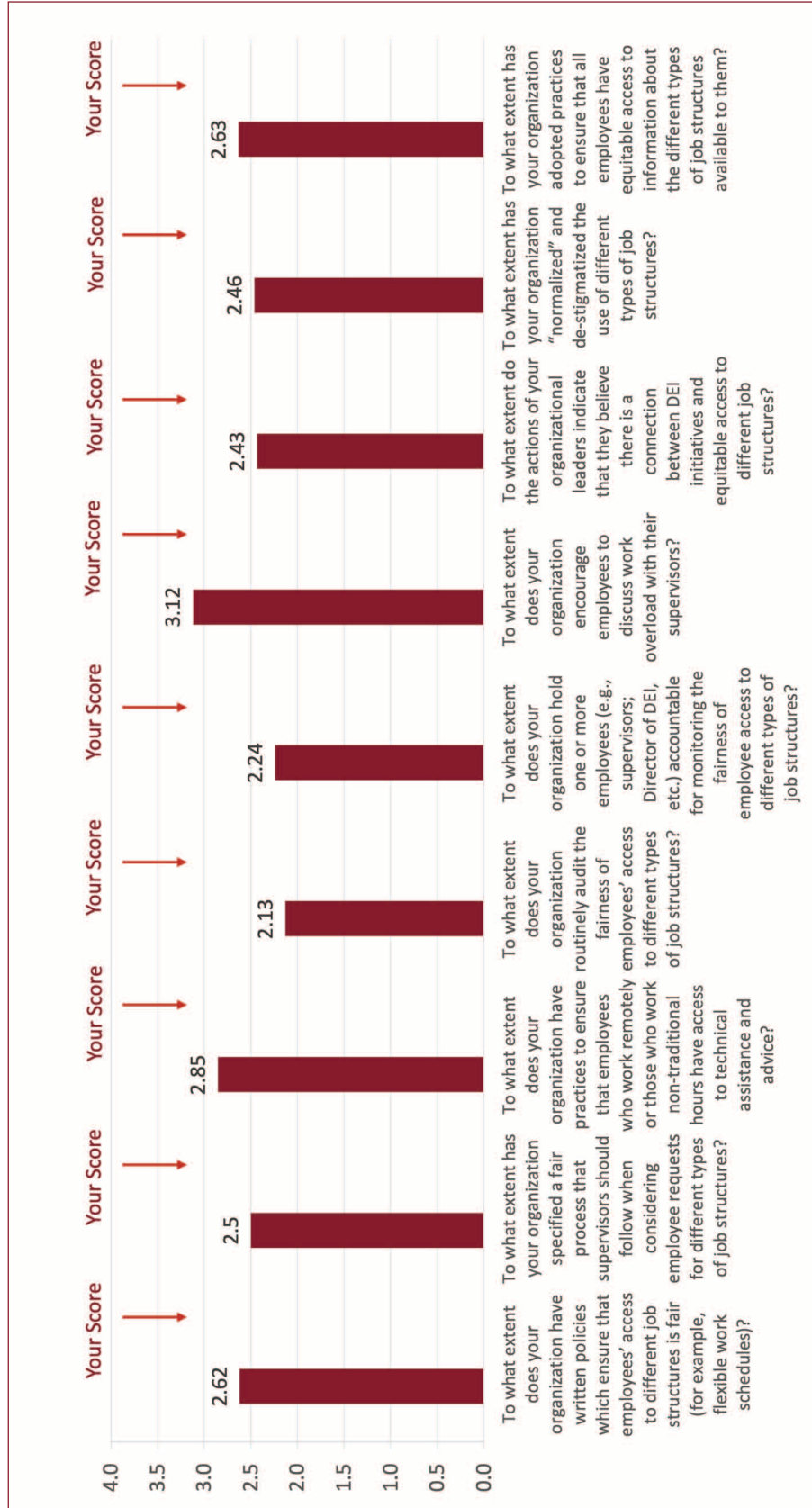
Go to Page 6 for Worksheet #5

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

Jobs Structures 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:

1. **more** likely to encourage employees to discuss work overload with their supervisors, and
2. **more** likely to “normalize” and de-stigmatize the use of different types of job structures.

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

 [Go to Step 3 of the Job Structures System Toolkit: Consider Variations in Equity](#)

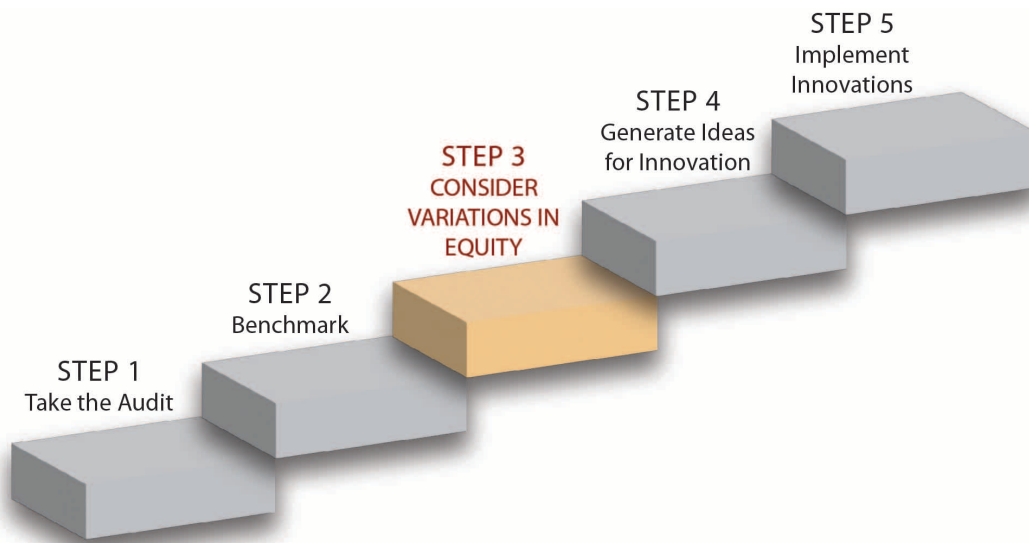


Figure 7: Step 3 of the Job Structures System Toolkit