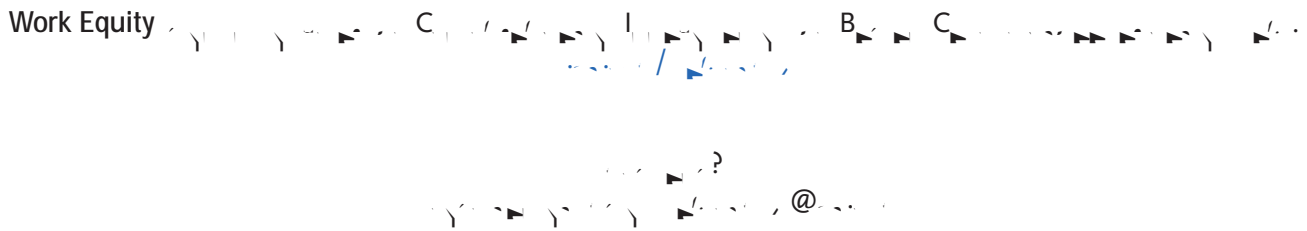# JOB STRUCTURES SYSTEM TOOLKIT

D

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Work Equity

Work Equity

Job Structures System

4.0 Introduction

Section 1:

C.

Section 2:

C.

2.

Figure 10: Step 4 of the Job Structures System Toolkit

4.1 Roles and Responsibilities

Option 1: ... DEI C...

Option 2:

Option 3: ... E... L... ( )...

Job Structures System

4.2 Step 4 Tasks (Section 1 and Section 2)

Section 1: Tasks to Assess the Equity of Your Job Structures System

A.

C.

E.

1.
2.
3.
4.
5.
6.
7.

T   1: R   L   C   A   I

C

Job Structures System

Jobs Structures System Toolkit Worksheet #7
Ranking the Scores for the Levers for Change in the Job Structures System

	Column A: What was your organization's score for each lever for change? (m 3) Put these scores in the open boxes below.	Column B: How strong is each lever for change? Rank order them for weakest to strongest. 1 = weakest lever (lowest mean score) 7 = strongest lever (highest mean score)
1. To what extent does your organization have written policies which ensure that employees' access to di erent job structures is fair (for example, exible work schedules)?		
2. To what extent has your organization speci ed a fair process that supervisors should follow when considering employee requests for di erent types of job structures? (Add this score to the score for Audit question 3 to compute the average for the Practice Lever for Change, in bold below.)		
3. To what extent does your organization have practices to en-sure that employees who work remotely or those who work non-traditional hours have access to technical assistance and advice? (Add this score to the score for Audit question 2 above to com-pute the average for the Practice Lever for Change, in bold below.		
Use the average of questions 2 and 3 when you rank the Levers for Change in Column B.		
4. To what extent does your organization routinely audit the fair-ness of employees' access to di erent types of job structures?		

Job Structures System

Worksheet #7 (continued)

	Column A: What was your organization's score for each lever for change? (m 3) Put these scores in the open boxes below.	Column B: How strong is each lever for change? Rank order them for weakest to strongest. 1 = weakest lever (lowest mean score) 7 = strongest lever (highest mean score)
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 di erent types of job structures?		
6. To what extent does your organization encourage employees to discuss work overload with their supervisors? (Add this score to the score for Audit question 7 to compute the average for the Workplace Culture Lever for Change, in bold below.)		
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 di erent job structures? (Add this score to the score for Audit question 6 above to compute the average for the Workplace Culture Lever for Change, in bold below.)		
Use the average of questions 6 and 7 when you rank the Levers for Change in Column B.		
8. To what extent has your organization "normalized" and de-stigmatized the use of di erent types of job structures?		
9. To what extent has your organization adopted practices to ensure that ll employees have equitable access to information about the di erent types of job structures available to them?		

Job Structures System

... E... I... C... ... L... C, strong (... ranked the highest). ...

_____

_____

C... E... I C... weak (... ranked the lowest). ... L...

_____

_____

C...

T____ 2: H___ __ I___ __ J__ S_____ S_____
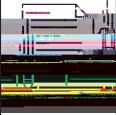
Jobs Structures System Toolkit Worksheet #8
Your Ideas for Innovation in Levers for Change in the Job Structures System
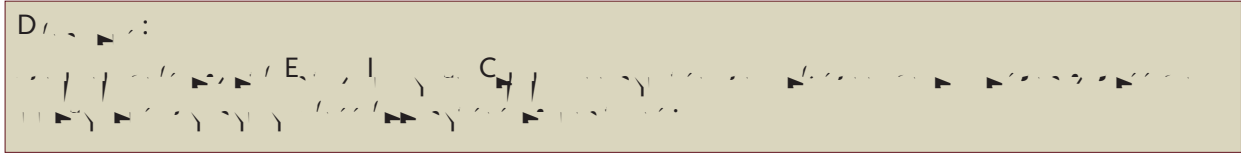
	Levers for Change	Your Ideas for Innovation	Organizational "Stakeholders" (including decision makers) in this Innovation
	Job Structures Policy		
	Job Structures Practices	Please Note: Task 3, below, elaborates on practice innovations because they can have a "multiplier e ect," opening the doors for changes in other parts of the Job Structures System. You might want to save your ideas for Practice Innovation until you have completed Task 3.	
	Planning and Assessment (e.g., data collection) Related to Job Structures		
	Assignment of Roles and Accountabilities for the Equity of Job Structures		
	Workplace Culture Related to Job Structures		
	Workplace Climate of Inclusion Related to Job Structures		
	Communication Related to Job Structures		

Section 2: Flexible Job Structures Practice Innovations

T   3: C   I   P   I   F   J   S
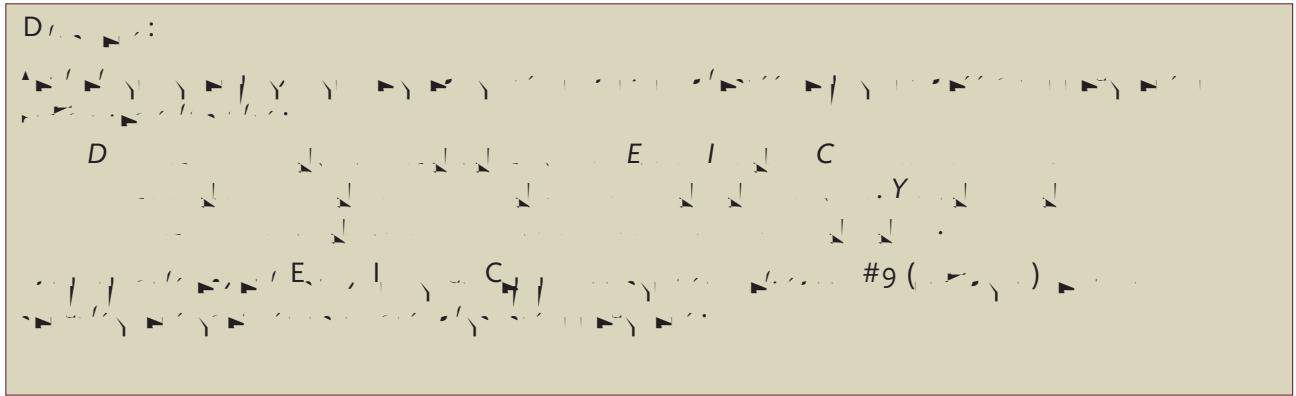
Jobs Structures System Toolkit Worksheet #9
Options for Practice Innovation

	Is this option available? Yes or No	If this option is not available, could it be adopted by your organization? Yes or No	If this option is available to some but not all employees, could it be offered to groups of employees who currently cannot access this option?
Does your organization give employees some control/choice over weekly schedules (i.e., the times and days they are expected to work)?			
Does your organization give employees some choice about paid or unpaid overtime hours (that is, they can decline to work paid or unpaid overtime)?			
Does your organization give advance notice about changes in shifts to employees?			
Does your organization allow employees to move from full-time to part-time work and back again, while remaining in the same position or level?			
Does your organization allow employees to "split" a full-time job with another employee, having access to proportional benefits (e.g., job share)?			
Does your organization allow employees to compress the work week (working longer hours on fewer days)?			
Does your organization allow employees to phase into retirement (working reduced hours over a period of time prior to full retirement)?			
Does your organization allow employees to work remotely (e.g., from home) for some or all of the week?			
Can employees who work remotely choose which days they come to work at a work site?			
LEAVES (See also Compensation and Benefits Toolkit)			
Does your organization allow employees to take an extended leave/an extended career break (paid or unpaid) for caregiving or other personal or family responsibilities?			
Does your organization allow employees to take paid or unpaid time away from work for education or training?			
Does your organization expect supervisors to consider adjustments to job responsibilities so that employees who use flexible job structures can keep on their desired career trajectories?			
Does your organization provide resources and supports to work groups that include an employee using a flexible job structure so that team productivity is maintained?			

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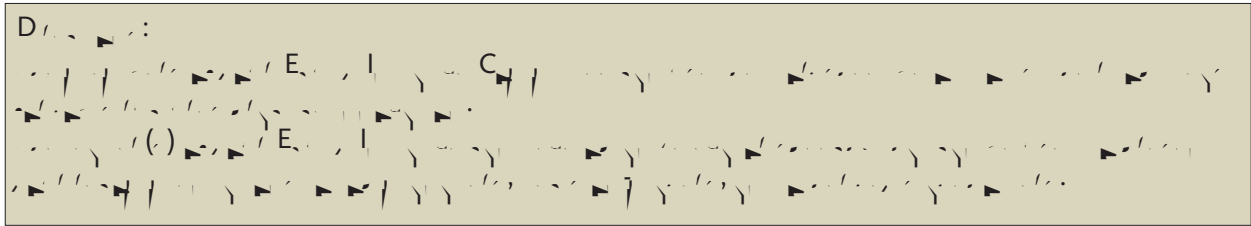## Jobs Structures System Toolkit Worksheet #10
Your Ideas for Job Structure Practice Innovation

Idea # 1:	• Purpose (Goals/Objectives) Draft Statement _____ • Expected (Measurable) Outcomes Draft Statement _____ • Pre-implementation Preparation (e.g., informational materials, training, etc.) Draft Statement _____ • Announcement/Enrollment Draft Statement _____ • Steps 1, 2, 3, etc. of Implementation Draft Statement _____ • Estimates of Time and Resources Needed for Implementation Draft Statement _____
Idea # 2:	• Purpose (Goals/Objectives) Draft Statement _____ • Expected (Measurable) Outcomes Draft Statement _____ • Pre-implementation Preparation (e.g., informational materials, training, etc.) Draft Statement _____ • Announcement/Enrollment Draft Statement _____ • Steps 1, 2, 3, etc. of Implementation Draft Statement _____ • Estimates of Time and Resources Needed for Implementation Draft Statement _____

Job Structures System

Jobs Structures System Toolkit Worksheet #10 (continued)

# 3:	• Purpose (Goals/Objectives) Draft Statement _____ • Expected (Measurable) Outcomes Draft Statement _____ • Pre-implementation Preparation (e.g., informational materials, training, etc.) Draft Statement _____ • Announcement/Enrollment Draft Statement _____ • Steps 1, 2, 3, etc. of Implementation Draft Statement _____ • Estimates of Time and Resources Needed for Implementation Draft Statement _____

Go to Step 5 of the Job Structures System Toolkit: Implement Pilot of Innovations

Figure 11: Step 5 of the Job Structures System Toolkit